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TECHNOCRAT

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Invitation To Citizenship

Who Are the Leaders?

Requiem For the Price System

The 'New Look' Or Else

Propaganda For Death



GREAT LAKES TECHNOCRAT

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Illustrating the Futility of Price System Methods of Operation.
Interpreting the Trend of Events from the Social Aspects of Science.

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Invitation To Citizenship

Technological Concept No. 1

by Harry Smith. 8342-1

When a high percentage of the population of a nation becomes good citizens, then that nation becomes a good nation; and a good nation automatically becomes a strong, prosperous nation. This has long been a popular assumption.

What are the characteristics of a good citizen? How does he behave? What does he do?

Advancing technology is imposing a new concept of citizenship upon the inhabitants of North America; new obligations, new responsibilities, new benefits. Future welfare and security of the population will depend upon how readily these new obligations are assumed and responsibilities met.

White, Free, and 21

It is not difficult for an alien to become a citizen of the U. S., providing he can prove legal entry into the country. Qualifications, briefly outlined, are these: 20 years of age or over at the time of filing petition for naturalization, 5 years of continuous residence, belong to the white race or Chinese race or be a descendant of races which belong to the Western Hemisphere, such as American Indians, Eskimos and Aleutians.

He must be able to speak English and write his name in the alphabetical characters of any one language.

He must attest that he is not an anarchist, or opposed to organized government; that he is a believer in the principles of the constitution, and that he knows the fundamental facts in regard to the constitution, history and government of the U. S.; that he is a person of good moral character.

Decision as to what constitutes fundamental knowledge of American institutions, and good moral character rests with the Federal judges. It varies slightly with different courts. Persons who have been arrested and convicted of felonies are usually turned down. A man who has lived with a woman

out of wedlock, or a woman guilty of this sin may be considered a poor risk.

If the court is satisfied, the applicant swears to renounce allegiance to any foreign state; to support and defend the Constitution and laws of the U. S. against all enemies, foreign and domestic.

It is assumed that a person born to citizenship is naturally able to meet the educational and moral qualifications demanded of the alien in the process of naturalization. No examination or oath is required.

Born or naturalized, a citizen is not required to shoulder any responsibility. He does not have to do anything beyond obeying the law or paying the penalty for violation if caught. He may be drafted for military service.

Beside the legal denotation of the meaning of citizen, the word has taken on many connotations labeled 'good.' Plain law-abiding citizens have become good law-abiding citizens. What are some of the attributes of good citizenship?

Self interests and group interests are the sources of these connotations. Many persons agree that only white citizens are good citizens. Others hold that only gentiles are eligible to the honor.

'Believe as I Believe'

Some persons contend that loyalty to the economic pressure group to which they belong, such as labor union, manufacturer's or farmer's association, banker's or real estate dealer's organizations, etc., confers the title of good citizen. Then there are persons and groups who insist that resistance to change in social customs, traditions and laws that now favor their economic status be the criterion of goodness. A good citizen will hold to the status quo. A bad citizen will advocate change.

A good citizen will vote right.

Some connotations of meaning derive from religious interests. A good citizen is a pious citizen. He is charitable. He contributes to the Community Chest, keeps in step with the 'march of dimes,' and buys a poppy.

The dignity and morality of toil is a popular belief, so the good citizen must be a hard-working citizen.

A good citizen will not duck out of hotels leaving unpaid bills. Nor will he pass 'rubber' checks.

Above all, he must be kind to dumb animals.

He will lend support to any proposal for civic improvement, providing that it is not radical, does not cost too much, and bears a catchy slogan. He is wide open for political propaganda that is cloaked in emotional jargon. He believes that sooner or later some combination of words, symbolizing all his opinions and prejudices, will in some miraculous way solve his economic problems bringing health, prosperity and social prestige to himself and family. Think good, live good, vote good and everything will turn out good.

This belief in the magic of words is not only stupid, it is perilous. Action! Only self-disciplined, intelligently directed, united action can

save us in the coming crisis. An entirely new type of behavior on the part of a major portion of the population must be recognized and adopted if chaos is to be averted and security achieved.

What is the trouble? What new conditions are challenging our time-worn ideals of citizenship? What new factors are forcing social change? Why is the citizen suddenly called upon to do that which he most dislikes to do—take action?

New Concept Needed

Applications of scientific knowledge and procedures have built, here in America, a mammoth high-powered, high-speed technological mechanism that touches every facet of our social structure. It is active in our homes, hospitals, schools, churches and theatres. It moves on our highways, on and under the sea, and through the air. It digs in the earth and brings out coal, gas, oil and scores of useful elements. It has transferred the energy of coal and high water into electrical energy, and wired a continent for work. We see it operating on the farm and in mill and factory. It gives us everything that we use today. It gives us life.

America's technological mechanism, employing extraneous energy, line production and automatic machine tools, demands for its operation a social organization entirely different from that required by hand-tool human-tool societies. This point was well taken by Peter F. Drucker in *Harper's* magazine of July, 1947. We quote:

On what basis does this mass-production principle organize men? What kind of society does it either assume or create? It assumes or creates a society in which things are produced by the cooperation of individuals, not by a single individual. By himself the individual in a modern mass-pro-

duction industry is completely unproductive and ineffectual. But the organized group produces more, better, and more effectually than any individual or any number of individuals ever could. In this society the whole—the organized group—is clearly not only more than, but different from, the sum of its parts.

Proof of this is what happens when a man loses his place in the organized group, or his access to the productive organism; when in other words he becomes unemployed. Under modern mass-production conditions, the man who has lost his job is not just out of luck economically; . . . but he is incapable of producing anything, of being effective in society, in short, he is incapable of being a citizen, he is a cast out. For he derives his productiveness, his function in the community, his citizenship—from his position in the group effort, in the team, in the productive organism.

From this follows some important consequences. One is that such a society needs a government, a direction, a management responsible to no one special interest group, to no one individual but to over-all purpose, the over-all maintenance and strengthening of the whole without which no individual, no special-interest group could be effective.

It also follows that in such a society there must be rank; a difference of authority and prestige based on the differentiation of function. But at the same time, in such a society no one individual is less important or more important than the other. For while no one individual is irreplaceable—only the organized relationship between individuals is irreplaceable and essential—every single operation, every single function is equally necessary; the whole order would collapse, the entire productive machine would come to a stop, were one to take out one function, one job—just as the whole chain becomes useless if one takes out one link. This is why, in such a society, there should be simultaneously an inequality of subordina-

tion and command based on the differentiation of functions, and a basic equality based on membership and citizenship.

Dictum of Technology

This quotation is a hard-hitting admonition. It says to the citizen: Your individual interests and the interests of your special groups have been fused by modern mass-production into one common interest, i.e., smooth, uninterrupted operation of the technological mechanism. Stop fighting among yourselves! Give up your labor unions, your management associations, your farm organizations and all other antagonistic groups! Lay aside your racial hatreds! Don't you know that a machine responds to the capable operator irrespective of race, color or moral convictions? Remove these friction blocs! Unite and operate! The function of technology demands a functionally organized society.

Swear a new oath of citizenship; to protect and defend your country's physical structure, its mountains, water systems and fertile plains; its mineral and energy resources and its incomparable technology. These are the prime factors of our existence, the substance of an abundant life and security for all Americans, for all or none.

Author Drucker speaks of a basic equality based on membership and citizenship, on the importance of every function, every job in the production chain. Unless the term equality is made to carry with it some physical benefit to the citizen—food in his stomach, clothes on his body, roof over his head—the word will remain the empty philosophical ideal that it is today.

Why not extend to all citizens equality of access to the products of the

social mechanism which they operate, equal access to the products of the soil, manufactured goods, transportation and to all services, health, education and recreation facilities?

Differentiation of income is a major cause of friction in any organization. This is evidenced by family quarrels, strikes, shut downs, acquisitive crimes and bloody revolution. Why not eliminate this friction?

The quotation also speaks of inequality of subordination and command, a relationship between members of the operating personnel demanded by highly complex mechanisms. Without it no ship could leave port and arrive safely at its destination; no production line could deliver its products; no hospital could care for the sick and injured.

In a functionally organized society members of the commanding personnel will be chosen by appointment, not by ballot. Even now, citizens do not vote for the captain of a ship on which they have booked passage, nor do they vote for the superintendent of the power house that delivers energy to home and factory. Most citizens know too little of these complicated mechanisms. Choice by ballot would be a very dangerous procedure. The citizen of the new social order will not be a voter in the political sense. He will not vote for persons but for things, for the type of goods he prefers to consume. Every purchase will be a vote.

Vertical-Functional Control

Subordination, like command, is a functional mode of behavior, demanded by the operational characteristics of mass-production. It demands a high degree of self-discipline. The dangers inherent in the handling of high-energy high-speed machinery, the danger of personal injury and the danger of wrecking the machine, thus stopping the flow-line of production, are apparent. No less hazardous is the refusal, on the part of operatives whose knowledge is limited to one individual operation, to accept direction from those who have complete knowledge of the over-all operation. Subordination and discipline imposed by the characteristics of physical equipment has nothing in common with discipline imposed by economic pressure and political decrees. Here the compulsion is arbitrary, authoritarian and the response is either resentment or servility.

Functional organization implies new obligations and responsibilities. The good citizen becomes a producing, full-consuming, self-disciplined, functional citizen. Morality becomes a private individual matter, not a civic virtue.

Given ample natural resources and a giant technological mechanism (both existent on the North American Continent) together with a functional social organization, the end product will be goods and services in an abundance never known in all history.

Add Definitions

POLITICAL APPROACH—Kissing.. babies making promises, counting noses.

* * *

SCIENTIFIC APPROACH — Finding the facts, facing the facts, following the facts.

* * *

IRON CURTAIN—The curtain that hangs

in front of every editor's desk in the Price System. It filters out facts about social problems in such a way that only the trivial get through.

* * *

OBITUARY—Something.. we'd.. like.. to read in regard to the Price System.

Who Are The Leaders?

Design vs. Men

In Two Parts—Part 1

By A. E. Borel, MAL

Human society has always followed leaders of one kind or another, and the leadership principle is a part of Price System operations. The professors tell us that civilization has been slowly struggling toward governance by laws instead of by men. This sounds good, but means nothing. Governance by laws under a Price System means simply governance by Price System laws. These are man-made laws slanted to uphold the prevailing type of social operations. This is a hodgepodge, containing no elements of scientific design whatsoever, and characterized by individual and minority group privileges and preferences. Thus, no matter how concealed, governance by laws under the Price System is governance by men, or leaders, for the preservation of the status quo.

In a technological social system such as Technocracy proposes, there will be a true governance by function instead of by men. The entire complex of social operations will proceed from a scientific, overall design. Men draw up this design, but its principles are derived from the physical world around us. The design is the only real leader there is. Physical laws operate impartially... They cannot be riddled full of loop holes, nor do they deviate or make exceptions. A technological social design cannot, therefore, uphold the interests of individual or minority group privileges and preferences. It can only uphold the interests of all citizens as an integral group. In its nature, technological governance is not governance by men, or leaders, but governance by scientific principles.

Frank: Hello, Jack, doing anything right now?

Jack: No, Frank, I'm not. What's on your mind?

Frank: Oh, Bill was telling me about Technocracy, but I have some questions that need answering before I can go for it. Bill suggested I see you about them, Jack.

Jack: Thanks for the compliment, Frank. You must have a sticker if Bill couldn't satisfy you. I've got some time on my hands right now, so shoot.

Frank: Technocracy is trying to put across a program, Jack, that has lots of people guessing. And the biggest guesswork is the human factor, as it relates to the leaders. I say this because I read an article some

time ago in which a magazine made the statement that the church would have backed Technocracy except for the fact that its leaders were politically-minded. The church felt that they were after political power.

Jack: Well, Frank, that is not a new argument to me. My wife and a number of friends have brought up that same question. For that reason I have given it considerable thought. So you don't like the leaders in Technocracy, eh?

Frank: Oh, I don't know anything about them, Jack. It's just a question mark in my mind. I heard Howard Scott once, and I thought he had very good arguments, but at the same time he sort of disturbed me.

Jack: There is one point you folks overlook, Frank, when you deal in personalities in Technocracy.

Frank: What is that, Jack?

Jack: It is this, Frank. Technocracy is not dependent upon any particular personalities. Technocracy is Government by Science, not by scientists. There is one important qualification the personnel who operate the Technate must have, a qualification that is sadly lacking in our present day politicians.

Frank: What is that, Jack?

Jack: I can tell you best with an illustration, Frank. It's the one I have been using on my wife. I'm an engineer. In late years I have done a great deal of work around dams. I can speak of them from personal experience and knowledge.

Frank: Yes, I know, Jack.

Jack: Now, in building a dam, Frank, the first point that arises is the need for the dam. Is that not true?

Frank: Yes, Jack, we have to know whether or not we need a dam.

Jack: Correct, Frank. Since I've worked on flood control dams, we'll proceed along that line. The flood control program established by the United States Government establishes the fact of the need of dams. What is the next step?

Frank: Where to put the dam, Jack.

Jack: Right again. Now, who decides where the dam is to go, Frank?

Frank: Why, an engineer, of course, Jack.

Jack: Yes, an engineer, Frank. But we must qualify that statement by saying, a qualified engineer. There are engineers and engineers, but only those trained for that kind of work are capable of deciding where to put that dam. Is that not so?

Frank: Yes, Jack, whoever does it, has to be trained for that work.

Jack: In determining where a flood control dam is to be built, many fac-

tors must be considered. A number of possible sites are surveyed. Then crews of workmen are sent to these various sites. Work to determine the character of the foundation and many other important data bearing on the potential dam is carried on. That work determines the where, the type, and the design of the dam. You don't go and design a dam and then fit it to the ground. A custom tailor doesn't make a suit and then stick you in it. He tries to make the best fitting garment he can to conform with your build, height and weight. So it is with dams. You must know all these other things before you can even begin to design your dam. As you go along in your studies, the outlines of the type of structure of the dam begins to arise and take shape sort of out of a mist, like you see in some of those technicolor pictures.

Frank: Yes, I can see that, Jack.

Jack: Well, then, after a while the complete design of the dam is down on paper. Construction is to begin. Other engineers, now, come along. They take these blueprints of the dam that start with a perspective drawing of the completed dam and then follow down through from major features to the very minutest details, as a guide to follow in the building of the dam. Each type of engineer does his own type of work. The original designers might not have the ability to go out and direct the work. Those who direct the work have to know enough about dam construction to catch possible flaws in the work of the designers, but need not be trained in all the details of design.

Also, as you proceed in the building of the dam, there are always minor changes being made in the design. Here and there something is not working out exactly as planned. The engineer in charge has to foresee these things and ask the designers to change them before it is too late. By

following closely every detail of the design of the dam, and always foreseeing changes ahead of construction, these changes can be made without any serious damage to the general design. You see, the general design is there and it needs only these changes in detail to give us the structure we saw earlier in our mind's eye.

Frank: Yes, I can understand that, Jack. Now, what's all this got to do with Technocracy?

Jack: Well, Frank, much to my regret, I wasn't in on the beginnings of Technocracy. But my little story of the building of a dam illustrates the life story of Technocracy. Just imagine for yourself that my description, instead of applying to a dam, applies to the social group, MAN-KIND. This social group has been

going along for ages, just following the same old pattern. This pattern, like the stream following its course, simmers down to obtaining food, clothing and shelter, and doing it by the same old methods. A pattern isn't a design, you know.

Frank: Yes, I know that, Jack. As I understand the words, a pattern is something which is to be imitated or copied, whereas a design is the adaptation of means to a preconceived end. In other words, a pattern is something which is already in existence and you follow it, while a design occurs when you plan something ahead of time so you can, later, make conditions conform. I would say that that is what Technocracy is trying to do.

(Concluded in the Next Issue)

'Free Enterprise' Defies Crisis

The bubble gum industry faces a crisis. Dentists are complaining that bubble gum causes buck teeth. Parents and teachers are forming anti-bubble gum movements. In an effort to thwart this incipient rebellion against the sacred rights of free enterprise, Thomas G. Wilder, vice-president of Gum Products Inc., Boston, Mass., issued a statement to the press from which the following is quoted. 'Everyone knows that if you huffed and puffed hard enough to distend your teeth you'd make very inferior bubbles. But, there are a few things that must be remedied. Kids have to stick to chewing bubble and stop wearing it. Also, this business of popping bubbles in school and church must stop. Those things are getting on people's nerves. . . The industry is trying to do just that. Clubs are being formed in the larger cities. The youngsters will be given rings and badges and lapel buttons in exchange for solemn vows not to chew gum in the wrong places. They'll have to promise not to make a thunderous din while chewing, and not to discard the stuff on the living room floor. Things like that.' (As quoted by the CHICAGO DAILY NEWS, February 26, 1948.)

The manufacturers of men's hats are worried. They say there are not enough men wearing hats these days. In order to combat this interference to free enterprise they have evolved a plan. It was explained to the recent convention of the National Association of Retail Clothiers and Furnishers by Bert Bacharach, consultant to the Hat Research Foundation. He said: 'Many young men seem to think they are more attractive to girls if they're not wearing hats. They think of themselves tossing their manes manfully to the admiring glances of the female. We will attack this with a secret weapon—we will employ saleswomen, instead of men, as the first step.' (As quoted by the CHICAGO SUN AND TIMES, Feb. 27, 1948.)

NEW ADDRESS

Great Lakes Technocrat has moved to a new address. It is now at 4757 N. Talman Ave., Chicago 25, Ill. Address all letters, subscriptions, orders, checks, and manuscripts to this new address.

Requiem For The Price System

'Interrupt My Flow And You Die'

by Research Staff, GLT

There are a number of factories in North America that violate some of the cardinal principles of Price System business. They operate on a balanced load basis of production and distribution. The output is always geared to the demand. They never shut down but operate 24 hours a day, 365 days a year. The labor force is obedient and efficient. The management is highly trained and functional. There is perpetual harmony between the two. Some of the prime principles of technology are demonstrated daily in these plants. Here is the story of one of them.

Non-Stop Factory

This establishment started operations in 1927 with a labor force of 206,500 and a supervisory force of only a few men. The supervisory personnel has fluctuated since that time, up and down, depending on conditions, from a minimum of 5 to a maximum of 10, but the same labor force has been maintained throughout the entire 21 years.

Since starting up in 1927 to the present time, the plant has operated day and night, Sundays and holidays included. In fact, operations never cease here.

The supervisory force on each shift usually consists of one man and an assistant whose duties, aside from general supervision, consist chiefly of regulating the output of the product to the demand.

In addition to the supervisory force and the work force, there is, on the day shift, for five days a week, a janitor and an equipment cleaner. The former keeps the building clean and the latter cleans the equipment. However, their work is not heavy and they have a considerable amount of unoccupied time.

Smoking is not prohibited, but the nature of the work does not permit of a specified lunch hour or rest periods. Both the working force and the

supervisory force are continuously on duty. Only the janitor and equipment cleaner are permitted to leave the building during working hours, or are allowed to discontinue their work to eat or rest.

The work is very exacting, as the product is one that cannot be kept in storage, but must be used as produced. To make matters worse, there is a tremendous fluctuation in the demand for the product. Yet not once in the past 21 years have we failed to supply, without the slightest delay, the demands of a single customer.

Maintenance work is done by an outside force called in as required.

The supervisory force keep all required records, but this is so systematized that the work involved is not excessive, and they too have considerable time not requiring their active participation in the general activities. However, at all times, they must know the operating status and be prepared to take instant action.

Thus, it will be seen that this is a very large establishment doing a tremendous amount of work of a very exacting nature.

No Labor Troubles

Nevertheless, during the entire 21 years, since 1927, not a single member of the working force has been absent

or tardy due to sickness, death, the weather, drunkenness, or just taking the day off. In fact, there has been no absenteeism or tardiness from any cause whatsoever. Neither has there been any labor trouble. There has never been a complaint about wages, working conditions, hours, or anything else. Without a single exception, there has been no refusal to do as directed; no arguing; not any attempt to shirk.

There has never been a strike, nor a threat of strike among the entire 206,500 engaged in the actual work involved in producing our product, nor has there been any increase in pay, nor a request for an increase in the 21 years of operation. Neither has there been any dissension or disputes among the entire labor force.

They have never joined a union nor expressed a desire to join one, nor has any labor union organizer ever attempted to organize them. In fact, we know of nothing we would enjoy more than watching a labor union organizer trying to organize them. We will go so far as to give our consent to any bona fide union organizer to come right in and do it on the job and throw in a free ride on the elevator up to the third floor where the whole 206,500 do their stuff. This offer, however, does not go for the supervising personnel, the janitor and equipment cleaner, as they already are union members.

We never curse, swear, rant, complain, threaten, bully, brow-beat or coerce them, nor do we beg, plead, humor, coddle or bribe them. It isn't necessary and, besides, as far as we have been able to determine, it wouldn't have the slightest effect upon them.

As far as we know, nothing has any emotional effect upon them. Once there was a fire across the alley in back of our plant, and although the water, forced in under the only door

on that side of the building by the firemen's high pressure hoses, ran two inches deep on the floor occupied by the workers, and the only possible escape was by means of a single stairway and an elevator capable of holding not more than five, there was not the slightest indication on the part of the working force that anything untoward had occurred. It must be said, however, that during this time the supervisory force were making frantic efforts to keep the back door from breaking in under the pressure of water from the fire hoses. This certainly would have created havoc inside, for our product produces a violent reaction if brought in contact with water that is even slightly contaminated.

Operation Technology

Our labor force does its work efficiently, promptly and uncomplainingly, without fuss or bother, instantly as desired. We don't even have to tell them what is wanted; we just indicate what is desired by manipulating one or more of a number of buttons conveniently located and arranged for the purpose.

This type of establishment is permanently located in the heart of any large industrial center, for there are a number just like it. Furthermore, it anticipates no change in the behavior of its excellent labor force of 206,500 for at least ten years, regardless of depressions, booms or busts.

So sure are we that there will be no departure on the part of this working force from this pattern of behavior that we would be willing to gamble any amount on it up to the national debt against a plugged nickel. On the other hand, we wouldn't bet a plugged nickel against the national debt on what the supervisory force or the janitor or equipment cleaner will do, although it must be said that

their record too has been remarkably good.

If man bites dog is news, why in these days of management-labor squabbles is it that no smart reporter has ever discovered and written up this remarkably successful establishment and its even more remarkable record?

Editor's Note: This is the story of three 6,600 hp. motors and one 850 hp. motor, which do the work required to drive eight direct current generators which furnish light and

power for a large section of a downtown metropolis. Together these motors can do the work of 206,500 men continuously, 24 hours a day, day in and day out. This is not fiction, but an authentic record of their actual performance. We have merely stated the facts in uncommon, but nonetheless accurate terms. There is a picture of the working force in this remarkable establishment in the Picture Section in the center of this book.

That's How Technology Works

In 1902 the electric generating capacity of the country was 1,212,000 kilowatts, the industry had 30,000 employees and its output was 2,500,000,000 kilowatt hours.

In 1946 the capacity was in excess of 50,000,000 kilowatts, there were more than 246,000 employees and the output was above 233,000,000,000 kilowatt hours. It is significant that the capacity increased 41 times, the output 89 times and the employees only eight times.

Charles Y. Freeman, Chairman of the Commonwealth Edison Co., in a talk at the centennial observance of the birthday of Thomas Edison, held at the Palmer House, Chicago. (As quoted by the *Chicago Sun*, February 11, 1947.)

Last year the average American home used 1,400 kilowatt hours of electric power. The man never lived who could produce the equivalent of a kilowatt hour of energy in one day by muscle power. Engineers figure that the energy used to climb Washington Monument (550 feet high) 35 times is about a kilowatt. Climbing it 2 times is a good day's work. At that rate a man would produce a kilowatt hour in about two weeks.—M. K. Wisehart, in an article in *PATHFINDER*, March 10, 1948.

'The machine tool, progenitor of mass production, has the primary, never-ending aim of raising worker productivity and reducing manufacturing costs by substituting skilled machines for skilled hands, maintenance engineers for production mechanics, and, often, of doing things that no man's hand can do. Its housing is the factory, its producers the engineering elite, its users semi-skilled labor, its products practically every article manufactured from metal. . . . They (machine tools) represent the basic multiplication factor in mass production.' ('Fortune,' February, 1947, in an article on honing tools.)

'There is a widespread belief that if a recession should occur, it would be of a mild "corrective" nature. A recession may, however, have a seriously depressing effect on business investments in fixed capital, which in 1948 will be much less conditioned by urgent needs of post-war readjustment. Although the unsaturated demand for automobiles and houses will have a mitigating influence, large portions even of that demand may cease to be effective once the recession sets in. In that case, a serious depression instead of a mild depression may well be the result.' —Extract from the *SURVEY OF CURRENT INFLATIONARY AND DEFLATIONARY TENDENCIES*, by the Department of Economic Affairs, United Nations, Lake Success, September, 1947.

The 'New Look' Or Else

The 'Big Boys' Had a Meeting

by Robert Bruce

The recent change in women's styles to longer dresses called the 'new look' is a classic example of Price System regimentation in the interests of business.

The ladies were getting along all right with the shorter dresses in vogue before the 'new look' was foisted upon them. They did not object to short skirts; neither did the men. However, free enterprise did object. Here's the story of the 'New Look.'

'The Hand That Rocks the Cradle—'

During the war, women's styles and prices were stationary under Order L-85 of the Civilian Production Administration. When the OPA was kicked out in the middle of 1946, the textile and women's apparel industries brought pressure on the CPA to revoke order L-85. The CPA held out valiantly for a while.

With the demise of OPA, the cost of living began to skyrocket. The general rise in prices caused a change in people's spending habits. The clothing budget of the average woman had to be reduced so that she could get enough to eat.

This change in women's spending habits had a depressing effect on the women's apparel industry. There are over 1,000 manufacturers of women's apparel in the U. S., employing over 400,000 workers.

In October, 1946, Order L-85 was revoked. Just before this happened, the nation's women staged a rush on stores from coast to coast to beat the end of price controls. When L-85 was lifted, women's dresses went way up, not in hemlines, but in price. The result of this boost in prices was that the ladies stayed away from the stores in droves.

This situation, naturally, made the vested interests in textiles and women's apparel very unhappy. They

missed the merry jingle of the cash register.

By March, 1947, production of women's dresses in New York had dropped off 30 percent. By May, many manufacturers were working at only 25 percent capacity. New York City's garment center, which makes 85 percent of the clothes worn by American women, was in the doldrums. Unemployment rose.

As the ladies continued to resist high prices by staying away from the stores, many retailers cancelled orders previously placed with manufacturers.

By July, 1947, the sales of women's and misses' apparel, which makes up 40 percent of total department store sales, had fallen off 68 percent. The physical volume of sales dropped 22 percent below 1946.

Antidote for Poor Business

Something drastic had to be done by free enterprise to show the nation's women who was boss in the house. So the 'big boys' had a meeting.

They recalled that the fashion history of the U. S. proves that even public ridicule cannot stop the march of style. Ridicule could not stop the hoop skirts of the 1850's. It could not stop the bustles of the post-Civil War era. It had no effect on the 'boyish look' of the 1920's.

They remembered that the auto-

mobile industry has always had great success at pepping up lagging sales by coming out with so-called new models. So the dress designers were called in and given their orders.

These gentlemen doped out a new model for women's skirts, calling it the 'New Look.' It's a honey for several good business reasons. The chief reason why the 'New Look' is just what the doctor ordered for the women's apparel and the textile industry is that the longer skirts use 250,000,000 more yards of cloth a year.

Of course, a lot of women protested. They organized 'Little Below the Knee Clubs.' They picketed and paraded and a good time was had by all. But Old Man Style—he just kept marching along.

You have to hand it to the 'big boys' of the textile and women's apparel industry. They have proved conclusively, for the umteenth time, that good old free enterprise is completely free of any obligation or necessity to consult the wishes of the nation's women in regard to the kind of clothing they'd like to have. They can wear the 'New Look,' or else.

It's a great system, this Price System of private enterprise under whose tyranny and regimentation we all exist. If you have the Price, you may enjoy the privilege of buying the necessities of life. But, even when you have the Price, you must take what the 'big boys' want to sell to you. They make the Price System work for them every minute of the day and night. The 'New Look' is now paying out heavily to the vested interests in the textile and women's apparel industry.

Raking In the Shekels

Business Week, October 11, 1947, reports that 'Textile Profits Break Records.' The story goes on to add the following:

Leading companies in the textile in-

dustry continue to show sensational earnings records. In fact, it's beginning to look as if the trade will reap its greatest harvest of profits in 1947. . . . STYLE CHANGES and seasonal factors have greatly stimulated the demand for woollens.' (Caps ours)

Along New York City's Seventh Avenue, the dress manufacturers' plants are humming again. Prices are rising hand over fist. The *Wall Street Journal* for December 3, 1947, quotes one manufacturer thus:

It's going to come as an awful shock to a woman who bought \$18 dresses in a shop this fall to find they'll be \$22 next spring. In most cases, there won't be any improvement in quality or design.

Only One Way to Get Even

Why should there be any improvement in quality or design? This is a Price System of trade and commerce you are living under, ladies. It is not interested in what you want or need. It is interested only in *selling* you what it wants to sell you at a price that you have nothing to say about whatsoever.

The Price System is organized to buy and sell on a basis of value, determined by scarcity. If no natural scarcity exists, the Price System cheerfully creates an arbitrary, artificial scarcity. It's all the same to free enterprise. The cash register tinkles just as merrily in one case as in another.

However, doesn't it make you just a little bit sore that you can't have what you want when you need it, instead of being forced to take what some vested interest wants to peddle to you. That's the way it is now, but it doesn't have to be that way, necessarily. There is a far better way to operate the women's apparel industry.

Suppose, for instance, that you lived in a social system of production and distribution. Suppose it was a system

not organized to buy and sell on a basis of scarcity, but organized to cater to the needs of people on a basis of function. By function is meant the correct and useful operation of anything.

Suppose that every time you went to a store to acquire some goods, say a nice street dress, your purchase was recorded by an automatic machine and flashed to a central accounting office for the whole Continent. At the end of each day the number of women in North America who bought one or the other style of dress would be totaled.

This total would then go out as an order to manufacture that many more dresses of one or the other style. You can readily see that a system of production and distribution like this would have a constant, reliable check on the tastes and desires of women in regard to street dresses. It would know at all times what the Continent's women wanted, and liked, from the daily record of their purchases.

Can't you see that in a system like this every purchase you make constitutes a vote for some more of the same thing. If you refrain from purchasing any item, it piles up on the shelves. No purchase records are flashed into the Continental Accounting Office. Consequently, no orders go out to manufacture that item. It becomes a dead duck, because you have voted against it by withholding your purchasing certificates.

A Technological Method

Now, suppose somebody tried to force you to adopt a style of street dress that you didn't want. Under a system of production and distribution for function, as outlined by Technocracy, what would happen? Simply this: If you didn't like the style, you wouldn't purchase it. No sales records would go into the Continental Office. You can bet that somebody would get

plenty of hell for wasting material, machine-hours of time, and human effort on something you didn't want.

This same system of production and distribution for function instead of for dollars and cents can be applied in all fields, not just street dresses. It can be used to control the flow of goods and services of all kinds. Housing, health, education, food, drinks, recreation, travel, and every field of human activity can be satisfactorily and adequately served by this social system outlined by Technocracy.

All citizens can have more goods and services and better goods and services than the Price System of private enterprise can ever give. If you will think back and remember, you will realize that your life has been very empty at times because you couldn't get what you wanted when you needed it. This same experience is common to all North Americans. Only a specially blessed few can enjoy the abundance that science and technology now makes possible for all citizens.

This is because the Price System cannot, under the best circumstances, distribute enough purchasing power to all the people to make it possible. However, a technological social system can do it. That is the type of social production and distribution we have been describing. It is based on scientific principles instead of chiseling business practices as the Price System is.

Of course, this little we have described is not all there is to it. The aristocracy of brains of North America has worked out this new technological system. Many of the inspirers and founders of Technocracy are world-famous scientists and engineers. They do not make any major mistakes. Technocracy's outline of the New America has been checked and triple-checked by its enemies who were looking for weak spots. They

have all failed, because it is correct and it is workable.

Doesn't that sound all right? What more can anyone ask? What less should any North American be satisfied with? Technocracy says IT CAN BE DONE. You don't have to take any of this on faith. Technocracy doesn't ask that. It asks only that you check into it by examining Technocracy's Program.

So, you see, ladies, we started out to tell you how styles are arbitrarily

dictated by business interests. We finish by telling a part of the Greatest Story in North America. That is the story of what we can actually do with what we have now. We have everything—men, machines, resources and knowledge. The alternative is social chaos. It's a case of Abundance or 'bust.'

If you want Abundance, join Technocracy, and help to get it. It's about time for a really 'New Look' in our social system as a whole.

The American Way

A 525-foot hopper dredge, capable of stripping 12,000 tons of soil and muck from channel floors in two hours, is now being constructed in Chester, Pa., by the Sun Shipbuilding and Dry Dock Company for operation in this area, engineers of the Westinghouse Electric Corporation announced yesterday.

The vessel, designed especially for operations in New York Harbor, will be propelled by two 4,000 horsepower motors. It will have two giant swivel-jointed steel tubes 100 feet long and three feet in diameter projecting from the sides of the dredge. When in operation the two tubes will drag the bottom of the channel, with two 1,850-horsepower pump motors sucking up 100 tons of mud through the tubes every minute.' (NEW YORK TIMES, November 28, 1947.)

One plant alone, the Electromotive Plant at La Grange, Ill., will turn out about 1,500,00 horsepower of diesel locomotives this year. The plant started operations 12 years ago with 250,000 square feet of floor space. Today it has 2,500,000 square feet of space. In the last 12 years it has built 3,716 diesel locomotives totalling nearly 5,000,000 horsepower. Current output is five units per day.—'Chicago Sun-Times,' January 18, 1948.

On January 1 (1948) the class one rail-

roads had outstanding orders for 1,226 new locomotives, but only 30 were for the steam type, about 2.5% of the total, according to figures of the Association of American Railroads. On January 1, 1947, 64 steam locomotives were among the 604 new engines on order, or about 10%.—Wall Street Journal, February 18, 1948.

'With our present labor shortage and the imperative necessity of keeping prices down, the need for better machines to increase the output per man hour is apparent to thousands of works managers. Nearly half of the machines in American metal-working plants are obsolete. These are the machines which just a few years ago helped win the war, but now they have become obsolete because of the advances in machine tool design and efficiency since the end of the war.'—A. G. Bryant, president of the National Machine Tool Builders Association in an interview with the press December 30, 1947. (As reported by the 'Chicago Tribune,' December 31, 1947)

'In normal times, improved machines and production methods cut car-making costs about 1 percent yearly, on the average.'—Automobile Facts, January, 1948.

AMERICAN WAY—Buy low, sell high and keep things scarce.

Propaganda For Death

There Is a Happy Land, Far, Far Away

By A. A. Munnich, R. D. 19E 47N

'Whoever talks of death and futility and the end does not belong to the new culture. . . . The new era . . . will turn away from an emphasis on death, the end; it will turn toward birth and the beginning.'—E. Merrill Root in *The Culture of Abundance* in *Technocracy* magazine, Series A, No. 11, April, 1938.

There Ain't No Such Animal

It was in Central Europe, in the little Hungarian village of Tapioszele. The large barn had been transformed into a motion picture theater by the usual simple procedure. An old projector had been set up behind a screen of corrugated iron, supposed to lessen the fire hazard. A couple of bed-sheets sewed together hung in the opposite end for the picture to be thrown upon (the stitching ran right through the middle), and there were wooden benches for the audience. It consisted mostly of lean, grimy central European toilers, peasants who were wont to labor from 3 a. m. to 8 p. m. There were wizened old women not more than 35 years old, but worn out by incessant toil added to the charge of bearing and rearing many children. None of these people had ever seen an electric refrigerator, used a telephone or owned an automobile. And there, on the screen, was a lavish picture of a Park Avenue apartment, gorgeously streamlined in chromium, with cocktail-shakers that lit up electrically, ice-water from a tap, soft music with a play of lights to accompany it, and smooth-mannered people in evening dress, usually flirting, but occasionally murdering each other. A Hollywood representation of the North American way of life, in theory.

I was far more interested in watching the reactions of the audience than in the banal story of make-believe on the screen. What on earth could they

make of it? Would it make them yearn for the Continent where such living apparently was possible? Or would it arouse a frenzy of envious hatred? That is what it would do to me, if I were them, I reflected. Surely no Red propagandist could devise a more insidiously anti-American picture.

I was wrong in my surmise. The faces remained stolid and there was an occasional guffaw, usually in the midst of a highly emotional scene. It was simply as unreal to them as the Land of Oz. Here was a civilization of extraneous energy, an abundance of extraneous energy perverted for socially useless purposes, and to these people of a handicraft-agrarian civilization, where there was not enough energy for even the basic necessities of life, it seemed neither hateful nor enviable, but simply ridiculously impossible.

An American audience would have regarded such a picture in an altogether different light. To them it would have been real enough. Energy is real to North Americans. It provides the basis of a technological civilization, which could furnish a standard of living immensely superior to that depicted by Hollywood as the rich man's way of life.

A technological civilization, however, would have to be operated by technological criteria. Political, business and ecclesiastic interference would definitely have to be kept out

of it. And since it is impossible to operate a Price System that way, this type of system would have to be abandoned and be replaced by a scientific-technological system of abundance for all.

These are facts which can easily be verified by anyone who takes the trouble to examine the evidence provided by the Technocracy Study Course. They are extremely disagreeable facts, however, to certain minority groups. Among them are those in control of the motion picture business. They do not want to portray the fact that since the arrival of technology, we could now have abundance any time we choose. Recently, there has been an amazing change in the Hollywood 'line.' Instead of pictures of lavish living, we are getting more and more glimpses of a gorgeous after-death.

Oh, Death! Where Is Thy Sting?

Fiction-writers have always been either too reverent or not interested enough to give us descriptions of Heaven. Even 'The Pilgrim's Progress' stopped short at the gates of the Celestial City. Hollywood, however, knows no reverence, and lately has become very much interested in after life. 'Pie in the sky when you die' has become its motto.

It is all easy to understand. A veteran, after several years in rather muddy foxholes and unable to get a home at home, does not appreciate pictures of super-smart housing for successful chiselers who stayed at home. The main danger is not his going Red with envy. Reds are few, they are unpopular, they are easily tackled. The main danger is that the next time some Price System apologist reels off his line about the 'reasons' of the housing shortage, hinting that it can't be solved by technology, the vet might reply: 'Oh, yeah?' Some vets I know mightn't

use those words. On the other hand, if he likes Heaven as depicted by Hollywood, he has only himself to blame for not being there. The Price System sure gave him every opportunity to move over there, via the Ardennes or Okinawa.

At first, this heavenly notion of the movie magnates seemed to backfire a bit. The Good Place, as seen in some of the earlier films of this type, appeared to be an endless, bare plain, covered by a sort of trailing ground fog in which the characters waded about ankle deep. Not so attractive. Small wonder the benign official in charge found it difficult to placate the prizefighter who was snatched there by some mistake. He had to let the fellow off.

Therefore, Rita Hayworth and technicolor had to be thrown in to pep up the Celestial City a bit. The scenery, however, remained as unattractive as ever. This picture, though, was unique in that it was probably the first time in the history of fiction that the happy ending to a comedy was provided by the hero's death. Accompanied by Miss Hayworth, he ascended to those eternal ground-fogs, and they were dead happily ever after.

Many of the audience weren't satisfied even then. A pretty girl was O.K., but why these barren cloudscapes. Surely one could have as much fun or more with a girl among the more congenial earthly scenery, even if the girl happened to be dead. Mr. Topper and his girl-friend then gamboled about on the screen, clubbing pirates, locking policemen in refrigerators, generally having a good time while she was searching for her body which the murderer had hidden.

After this, we weren't even astonished by the movie of the fellow who found it difficult to choose between his dead wife's blythe spirit and his live one's bodily existence. We did wonder what sort of other-world all those ghosts could still find heavenly

after having had such a swell time on earth after they died.

This spectacle was granted us by the British film-magnate Arthur Rank. His Celestial City has an almost Mohammedan touch, due to the fact that it is peopled almost exclusively by soldiers who died in battle for the true faith, to make the world safe for democracy. There are British Tommies, American G.I.'s, some Colonial and Dominion troops and an occasional Freshman. The Russians, of course, were completely barred, even though they fought on the same side as 'God's Chillun.' And the only women are WAC's, WAAF's, WAVE's and their like, in uniform, without exception.

Only One War Worth Fighting

Mr. Rank's paradise isn't like the dreary fog-banks the Hollywood movie-makers hope to go to some day. Mr. Rank's is streamlined in concrete, aluminum and plexiglas; it is spacious and magnificent, with fantastic machinery and immense starry vistas. It is, at times, almost as beautiful as Earth could be made by technology set free.

Why are there no good civilians in it? Perhaps this death-conditioning by the movie-business has another reason than the main one of dragging a red herring across the trail leading to a civilization of abundance on earth. The Price System is built on the basis of scarcity. Should that crack, it would collapse. In spite of politico-business-ecclesiastic interference, technology produces today such amounts of goods and services that scarcity is dwindling rapidly. The only way to preserve it and thus save the Price System would be to have another war, with such stupendous waste of resources, technological equipment and lives as to set up sufficient scarcity to last a while until technology overtook it again. Hence

the warriors' heaven. The way to get all those wonderful things, so we are being propagandized, is not to permit science to give them to us, but rather to go to battle, be killed, and get them in the after life. Incidentally, of course, that would make the world safe for 'free enterprise.'

The Price System has shed its last mask. It is now making open propaganda for death. Science, too, takes its stand. Science does not propagandize for or against anything; it proclaims the fact that another war would involve unprecedented waste of men, materials and machinery; it would disturb and disarrange the orderly flow of energy conversion which is life in our technological society. Therefore, science is opposed to another war. Science stands for Life.

Technocracy is Science applied to social problems. It has designed a social system in which wars, scarcity and all other operating characteristics of the Price System are eliminated. It is a system of abundance, a real American Way. Technocracy's Study Course tells you about it. Find out for yourself. And then, if the Price System commands that you shall die for Yesterday, Science asks that you live for Tomorrow. Fight the only war worth fighting—the war of Science against poverty, malnutrition, soil erosion, disease, ignorance and scarcity—and Join Technocracy, to fight the battle royal for the Technate of North America.

NOTICE

To Our Readers

If you will mail us seven names of friends together with a one dollar bill we will send each one a sample copy of 'Great Lakes Technocrat.' 7 for \$1.00.

Ten Commandments Of The Price System

F.O.B. Anywhere On Earth

by The Peripatetic Technocrat

The last issue of "Great Lakes Technocrat" contained a factual illustration of how the Price System obeys its Fourth Commandment. The Third Commandment appeared in the January-February, 1947 issue, and the entire Ten Commandments were listed in the November-December, 1947 issue. In this story we will illustrate the Fifth Commandment. It is: 'Keep harping about the abstract liberties of political democracy but keep the realities of physical democracy out of sight at all times.'

Abstract Means Empty

The abstract liberties about which the Price System is always harping are the expression of a set of group interests devised by the mercantile class in the 17th Century. They were not intended to be made available to the mass of people then, never have been since, and never will be, as long as the Price System lasts. Even if they were made available now, none of our modern North American social problems would be solved thereby. This is because our social problems today arise out of physical conditions that did not exist when political liberties were invented.

Viewed within the context of time and group interests when they were devised, these political liberties were real and valuable to that group at that time. Today, that same group or its successors use these same political liberties to prevent any social change that might endanger the preferential position they hold. So, these liberties are still valuable to the status quo.

Viewed within the context of today's technological complex, the political liberties devised by the mercantile class of the 17th Century are meaningless to the mass of people. Political liberties, even if they could be achieved by the mass, could not be

used to effect social change. This is because the nature of the social change required today is not political but physical. You cannot solve a physical problem by political methods.

'Policeman, What of the Night?'

Three hundred years ago, the so-called 'Bill of Rights' was a living issue arising out of the clash between the rising mercantile class and the dying feudal system. Today, the Bill of Rights of 1689 A.D. is interesting chiefly as a source document for one of the major modern myths of the Price System. That is, that democracy and civil rights exist in fact as a sacred part of modern civilization. The only thing that is sacred to the Price System is the myth itself. The reality of democracy and civil rights have been trampled upon unceremoniously on innumerable occasions in American history.

Harry Elmer Barnes in his book *Social Institutions* comments on this point as follows:

The firm belief of Americans that the Federal Constitution protects them comprehensively in all of their classic civil rights, freedom of speech, religion, assembly, and so on, and guarantees them immunity from search and discrimination before the law is but one of their great illusions.

During the 1930's a trio of writers, Lowell Mellet, Ludwell Denny, and Ruth Finney, compiled a summary of characteristic violations of civil liberties in the U. S. since World War I. They listed about 50 different types of laws and rulings by the Supreme Court, various branches of the Federal Government, Federal Courts, State and Municipal Governments, and privately owned corporations, designed to wipe out what little real democracy and civil rights that do exist.

There is no official body anywhere in the U. S. set up to safeguard political liberties. Harry Elmer Barnes reports to this effect:

It is an interesting commentary upon our regard for civil liberties that a self-constituted and self-supporting organization, the American Civil Liberties Union, had to be brought into existence to prevent Americans from depriving themselves of the very liberties for which our revolutionary forefathers fought and bled . . . It has even had to labor strenuously to save the 'principles of '76' from the Daughters of the American Revolution.

Dead Hand of the Past

The theory of democracy and civil rights was elaborated in a bygone age that believed in political determinism. This philosophical dream holds that political institutions are the basic factor in social causation. This means that it is held to be possible to design a political system that will determine the whole character of a civilization. Whatever validity this philosophy may have had in the handicraft-agrarian society of two to three hundred years ago is completely dead now.

Barnes observes in his *Social Institutions*:

Progress in political science and economics has shown that the old theory of political determinism is hopelessly superficial and inadequate. The laws

of social causation, which have now been established, have proved that political institutions are derivative and not primary. A political system cannot create a social order. A given pattern of economic and social conditions produces, in time a compatible type of social structure, making due allowance for divergencies in detail caused by differences of historical background and variations in culture.

The English mercantile class of the 17th Century devised the concepts of civil rights so as to wage war more effectively against the Kings and Nobles of that age. The American Revolution in 1776 added the spice of democracy to civil rights. If one examines a list of these democratic rights, such as is found in Leon Whipple's book *Our Ancient Liberties*, in the light of modern social conditions, he will observe several interesting things.

First, the stage of civilization under which these concepts were developed no longer exists. A much more complex stage has replaced it. Second, if the theory of these concepts is placed alongside the actual practice of them, it will be observed that they are shot full of loopholes. Third, they are abstract concepts and have little relation to the means whereby men live today. Fourth, in actual practice they are for the most part the private property of the blessed minority on top of the social dunghill. Fifth, they do not contain within their structure the functional ability to effect social change. Last, but most important, they are a major weapon used to maintain the status quo.

This Is the Power Age

The English merchants of the 17th Century and the 'founding fathers' of U. S. set up a group of concepts that never existed in the world before. These concepts evolved out of the

conditions of that age. Now that age is gone and a new set of physical conditions exist. Consequently, a new set of concepts is clamoring for recognition. These concepts are physical in character, and directly related to the means whereby men live today.

These concepts are not democratic in the political sense but in the physical sense. They are not civil rights in the political sense but civil claims upon the common good. They are not 'natural rights' for there is no such things as a 'natural right.' Yet the establishment of these concepts will realize all the best aspirations men have ever had in regard to democracy, civil rights and 'natural rights.'

The realization of this new set of concepts cannot be attained under the Price System. It is necessary that the Price System be abandoned, and a scientific social-industrial system be installed. The pattern of physical and social conditions today is demanding that such a compatible social system be installed. On this Continent the only type of social system that is compatible with Science and Technology is a Technate of North America.

In the Technate of North America the realization of the 'right of every man and woman to an equal claim on the common good' will be a major function of the social system. These 'rights' will be far higher and more real than the picayunish political 'rights' of the Price System. In effect, they will constitute a type of physical democracy that one will be able to see, hear, feel, taste, touch, and measure every day. In the Technate physical democracy will be derivative from the pattern of physical operations.

The 'Right of Access'

When any social system passes from the stage of natural scarcity to a stage of potential abundance, its

major problem becomes one of how to distribute that abundance. This is a technical problem and, therefore, can't be solved by politics, or price. This dictates that price must be abandoned and every citizen given access to the abundance. This 'right of access' becomes paramount. For purposes of illustration, and to compare it with the picayunish political liberties of the Price System, the 'right of access' can be subdivided, in part, as follows:

The right of:

1. Access to the Abundance made possible by science and technology.
2. Access to economic security from birth to death for all.
3. Access to equal opportunity for all citizens.
4. Access to freedom of spiritual worship, that is, religion free from political and financial interests and obligations.
5. Access to public information about the occurrence and social meaning of events everywhere free from the transitory, superficial, and 'man bites dog' psychosis of the Price System press.
6. Access to good health for all, with full, free and compulsory medical and dental attention at periodic intervals.
7. Access to an Abundance of good food, rich in minerals and vitamins.
8. Access to a first class education for all children and youth.
9. Access to first class housing for all, free from rent, interest, taxes and mortgages.
10. Access to a wide variety of recreation facilities.
11. Access to facilities adequate for a wide variety of sports and hobbies.
12. Access to high quality clothing and personal possessions.
13. Access to safe, fast, comfortable local and long distance transportation.

14. Access to scientific vocational training for all citizens, so that each may find his correct occupation.

15. Access to a functional position in the productive and distributive mechanism for all citizens during the prime of life, 25 to 45.

16. Access to equal and high (but not identical) incomes in purchasing power for all, both men and women.

17. Access to retirement at an early age (45) with full income until death.

18. Access to a family life free from economic and archaic compulsions and restrictions.

19. Access to a method of social operations which will abolish crime, juvenile delinquency, and 'sweet charity.'

20. Access to a scientific system of jurisprudence free from emotional and economic, and political influences.

21. Access to social life in modern centers called Urbanates, free from slums, landlords, and blighted areas.

22. Access to short hours of work and long vacations, with freedom to spend leisure time in any way desired without restraint in speech, or culture.

23. Access to a complete, integrated, Continental waterways system for travel, transportation, recreation, and Continental Defense.

24. Access to an integrated system of Continental superhighways for transportation, travel and Continental Defense.

25. Access to an integrated Continental system of earth and hydroelectric dams and power stations for water and erosion control, conservation, reforestation, return of wild life, climatic modification, and power production.

26. Access to an integrated Continental system of underground power transmission from source to point of use.

27. Access to an integrated system of giant agrotechnological units de-

signed to produce first class food and many industrial products.

28. Access to an integrated system of commodity distribution terminals in all centers of population in place of the millions of cockroach retail stores of the Price System.

29. Access to a scientific system of Continental Defense designed to protect North America.

30. Access to research and scientific facilities to acquire new knowledge and develop new processes so as to keep the Technate flexible and adaptable to social change.

31. Access to a method of social operation that will free personal initiative from the bribes and mercenary incentives of the Price System and replace these with a true individualism of biological ability to function for the General Welfare.

32. Access to a balanced load system of production and distribution without periodic booms or busts, inflation or deflation, unemployment or high prices.

The Silence Thunders

Add all the above together, and they sum up to the 'right of access' to a higher type of civilization. It will be free from scarcity, insecurity, ignorance, superstition, disease, charity, chiseling, crime, inequality, picayunish abstract liberties, and all of the anti-social practices characteristic of the Price System.

Examine these 'rights of access' carefully. Then go and study the Price System. If you can find them mentioned anywhere, this writer will guarantee to eat your hat while sitting on top of the Goddess of Liberty statue in New York Harbor. It's a safe bet. Physical rights and privileges related to the means whereby men live are beyond the ability of the Price System to create. They didn't plan it that way.

However, the System is always blab-

bing about political liberty, democracy, equality, the 'rights of man,' etc., etc. Everywhere you turn, the Voice of the Price System follows, croaking hypocritically about the wonders that have never existed, and other marvels yet to be. Like the prattle of a senile old fool, its protestations go on and on, without point or end, from one

idiocy to the next. It is a desert, filled with the dead promises of yesterday, the stillborn hopes of today, and the futile dreams of tomorrow.

Yes, Verily! Thou must keep harping about the abstract liberties of political democracy but keep the realities of physical democracy out of sight at all times!

So Wags The Price System World

'The Chinese Government's "austerity program" does not envision elimination of prostitution, police reported today. On the contrary, this city's 1,666 registered professionals will be required to attend a series of lectures on the morality and hygiene of their trade. "They will be the best informed prostitutes in the world," one official said.' (NEW YORK NEWS, September 19, 1948.)

A Reuters dispatch from Paris, France, reveals that black market dealers somehow got hold of tickets for admission to midnight mass at Paris churches noted for their music. They charged up to \$4.00 for well-placed seats.—'Chicago Tribune,' December 25, 1947.

'Quebec received \$10 million more than any other province in federal payments of family allowances in 1947, Health Minister Martin said today in a Commons return tabled for Frederick Dorton (Ind., Chalevoix-Saguenay).—TORONTO GLOBE AND MAIL, February 12, 1948.

According to the Dominion Bureau of Statistics, personal savings in Canada "dropped from 11.1% of income in 1946 to only 7.5% in 1947." (Toronto FINANCIAL POST, February 2 1948.)

'World War II used up more than 5,000,000,000 tons of U. S. minerals, including 8,000,000,000 barrels of oil.'—People's Lobby Bulletin, March, 1947.

Canada is the only country in the world that prohibits the manufacture, sale, or importation of oleomargarine.

Last year \$2,300,000,000 was invested in new buildings, machinery, and capital improvement in Canada. It is estimated that government and business plan to spend about \$2,700,000,000 in 1948, an increase of 17 percent over 1947.—TORONTO GLOBE AND MAIL, February 10, 1948.

'Under the Truman doctrine, we are asserting a security interest in Greece and Turkey, right under what has been called the "soft underbelly" of Russia. Imagine how alarmed we would be if Stalin should assert a security interest in Mexico, under the soft underbelly of the United States. . . But suppose Stalin should announce a general policy of arming countries threatened with capitalism so as to "contain" the United States. Suppose he had the bomb. We assert a Right to be scared of Russia, even to the extent of hysterical suspicion of each other in the United States. Hasn't Russia the right to be scared of us, too?—K. M. Landis II, in his column in the CHICAGO SUN AND TIMES, March 6, 1948.

The Beech Aircraft Corporation had an ad in 'U. S. News' for December 19, 1948. A picture at the top showed an airplane flying over the pyramids in Egypt. The title of the ad said: 'Looking down on 5,000 Years of Commerce.' The first paragraph of the caption below the picture read as follows: 'Misr Airlines of Egypt operates its fleet of Beechcraft 18's between Cairo, Alexandria, Palestine and Baghdad. Thus, one of the oldest nations, whose ancient commerce in many respects was comparable to our own, keeps abreast of the demand for fast, efficient modern transportation.' (Lightface ours)

From the Camera's Eye View

Today Is A New Event

BEHIND IT ALL IS POWER

An engine is any type of machine that takes in energy and converts it into work. Power is the measure of work done in a stated time. For thousands of years the only engine in use was the human engine, plus some animal engines, windmills, and water wheels. Being ineffecient engines these could convert only a small amount of energy into work. Therefore, total power output (time rate of doing work) was always low. Consequently, physical goods and services were always scarce. Because of these facts, the major social problems of past ages were how to divide the scarcity equitably so as to promote social stability; and how to increase the time rate of doing work so as to produce more goods and services. Since the human engine was the major source of power all attempted solutions of social problems had to revolve around human beings in an effort to regulate their social behaviour patterns.

Yesterday, the time rate of doing work was low and scarcity prevailed. Today, the time rate of doing work is high and abundance knocks at the door. Yesterday's low time rate of doing work needed politics, philosophy, and morality to regulate behaviour. Today's high time rate of doing work demands technological methods to distribute abundance. Yesterday, social problems were multiplex and insolvable. Today, social problems are a measureable unity. Behind all of them lies POWER. Yesterday's methods belong in the dustbin of history with yesterday's problems and yesterday's time rate of doing work. Today is a new event. Out of these facts will arise a functional method of social control, a Technate of North America.

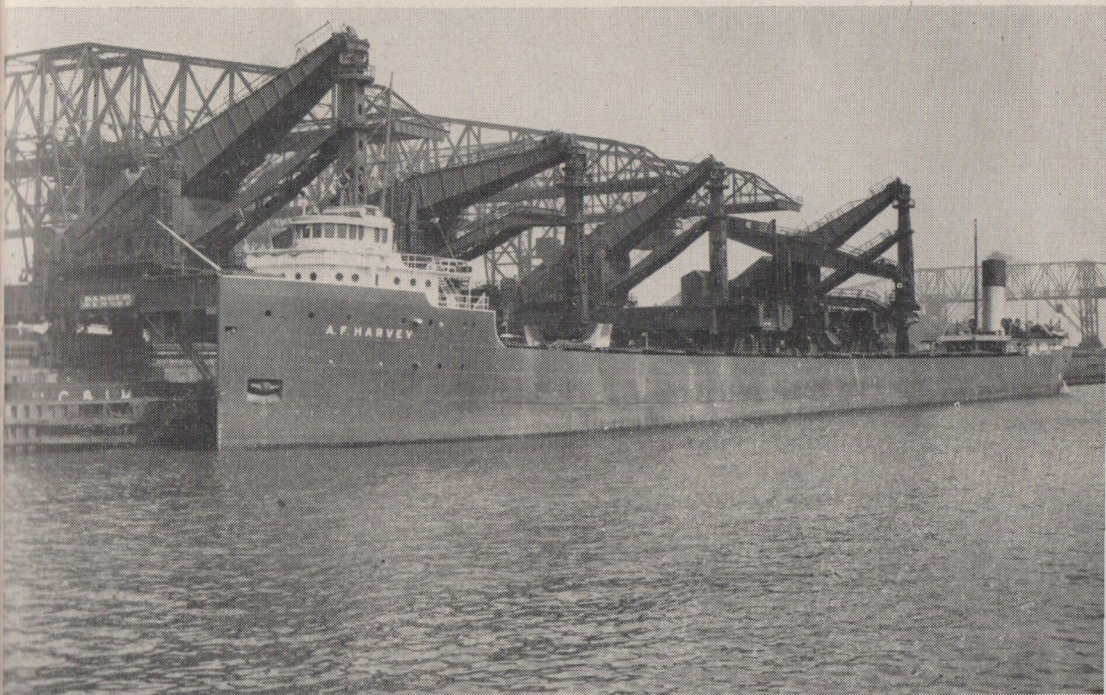
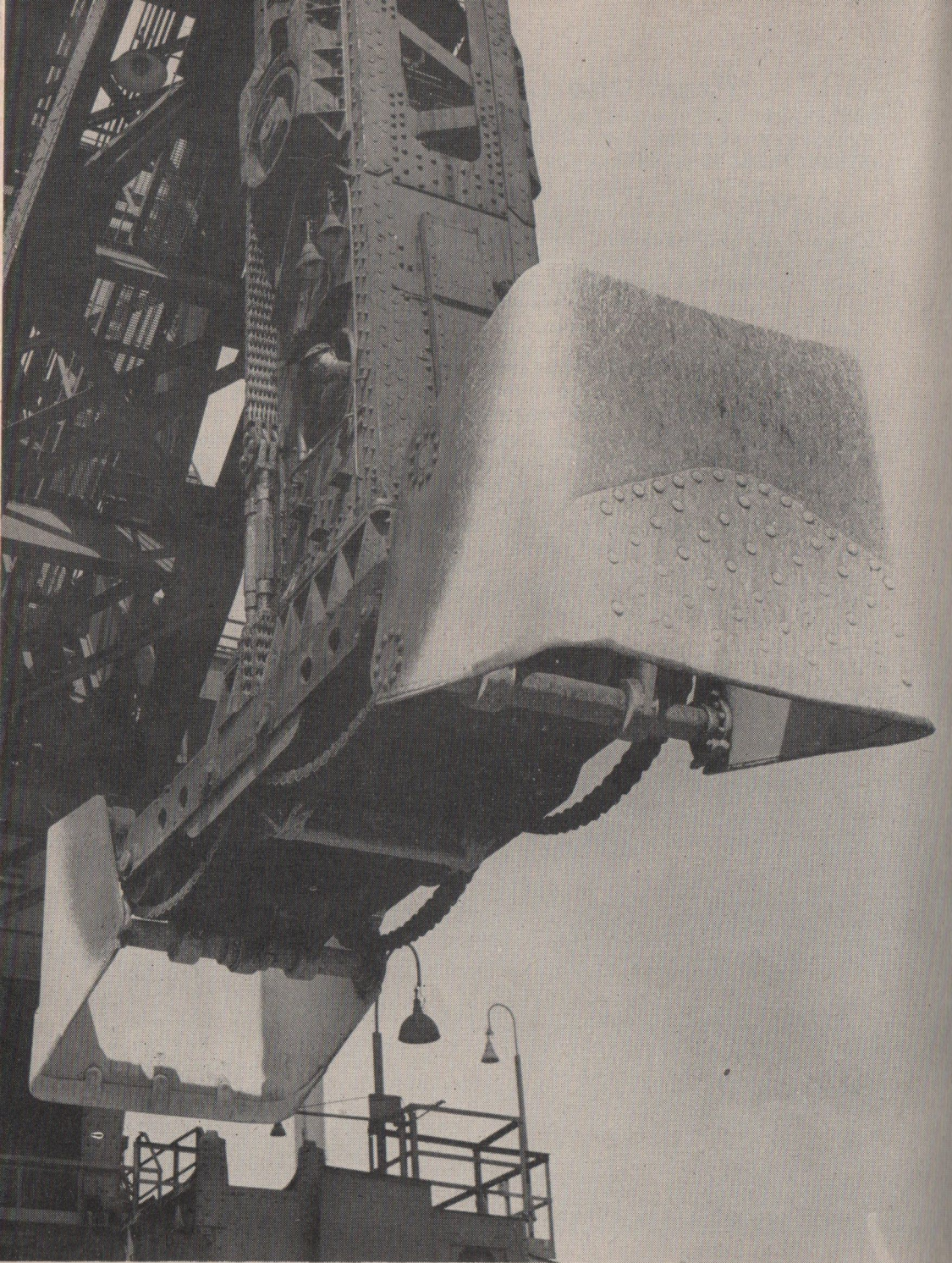


Photo: American Iron and Steel Institute

A Great Lakes limestone carrier being unloaded at Gary, Ind. The gargantuan Huelett unloaders scoop up 20 tons of rock at a bite. This boat holds about 16,000 net tons. As unloaders descend through hatches there's only 18" clearance on each side. Perfect control is needed.



Notice operator above bucket. One man controls entire mechanism. Units rise and descend vertically, swivel inside ship's hold, travel laterally from hatch to hatch. Never underestimate the power of technology. It can produce abundance easily. The same principles apply.

Photo: American Iron and Steel Institute

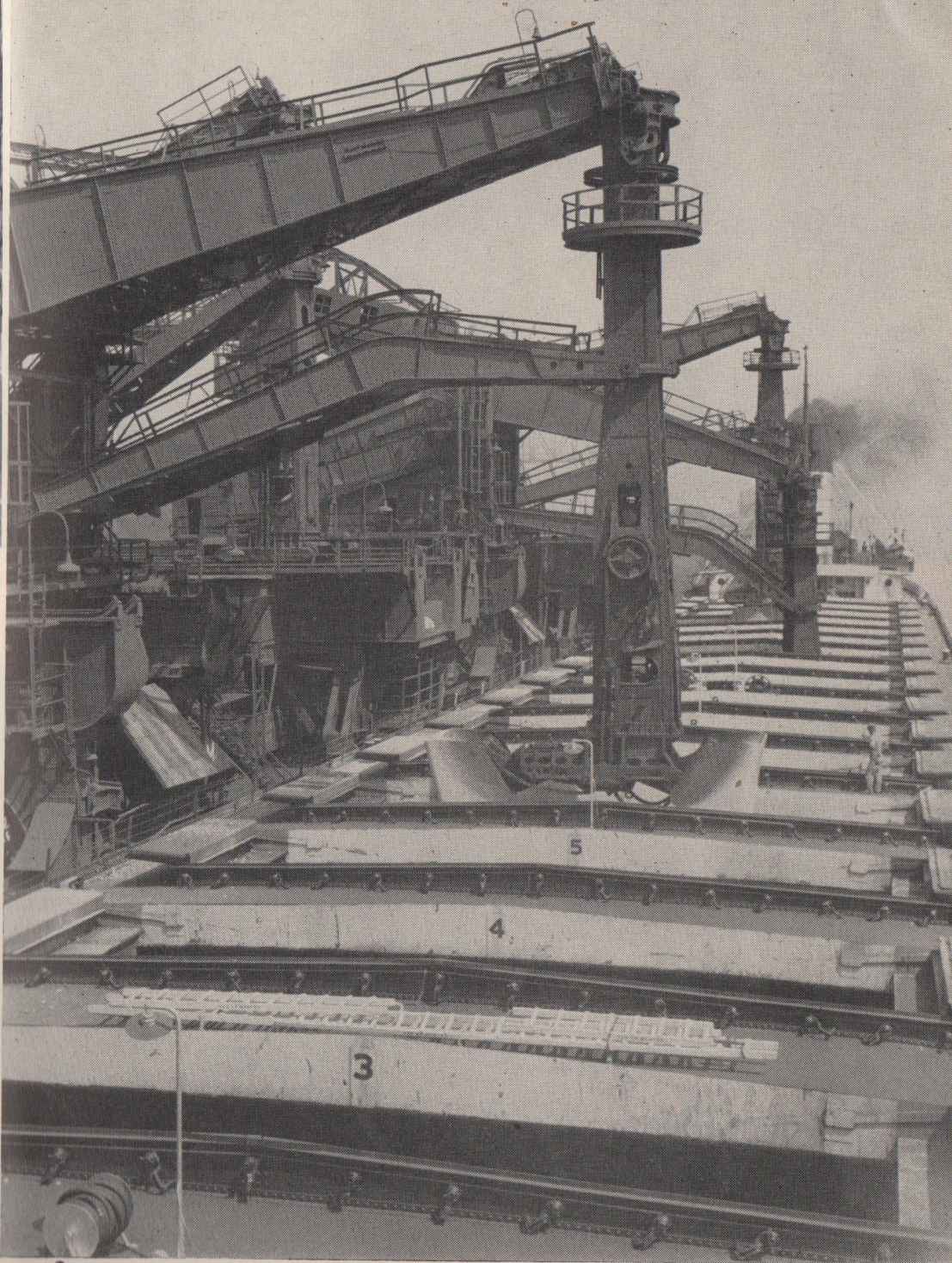


Photo: American Iron and Steel Institute
This team of five Huelett unloaders empties the ship in 5 and one-half hours. Problem is to get into hold and get rock out and not put 800 ton unloader through bottom of ship. Iron ore cargo of same size takes 4 and one-half hours to unload. Suppose this had to be done with shovels.



Photo: Bell Aircraft Corporation

Here's the first basic change in wheelbarrows in ages. It's the new Bell Prime Mover. It hauls 1,000 lbs. at a fast walking pace with no pushing. A strong man with wheelbarrow can push only 200 lbs. Unit has a variety of uses in industry. It boosts the time rate of doing work.



Photo: Bell Aircraft Corporation

Here it handles materials. Either platform or bucket can be interchanged without tools. Controls are so simple anyone can learn to operate it in five minutes. Power is a 3-hp air-cooled engine, works 8 hours on 3 gallons of gas. Exit strong backs, enter stronger technology.

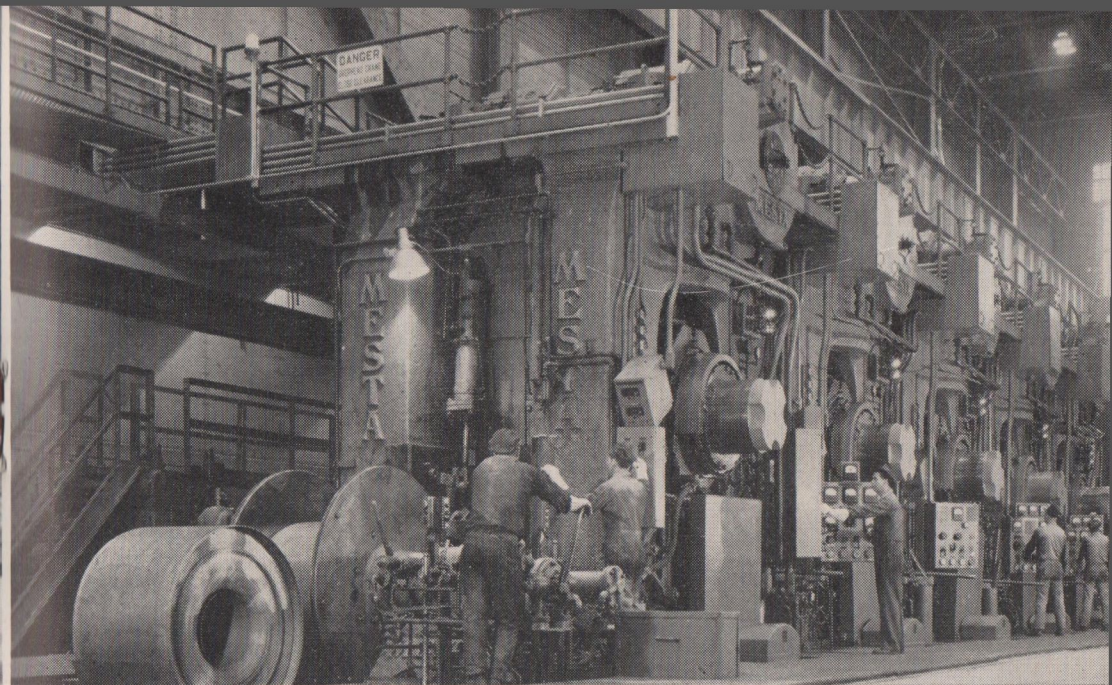


Photo: Jones and Laughlin Steel Corp.

In our last issue we printed a picture of the world's 'fastest' cold reduction strip mill. Here's a faster one. It's the brand new 5-stand, tandem mill at Aliquippa, Pa. Strip steel rolls off at the rate of 6,250' per minute, or 70 miles an hour. Its time rate of doing work is high.

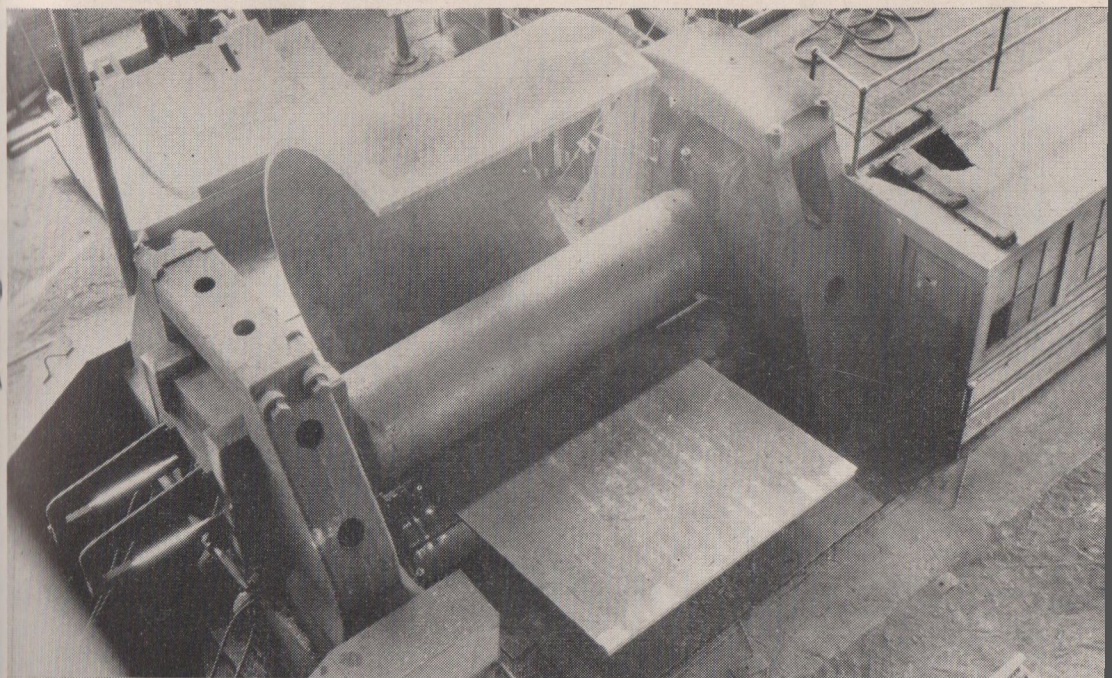


Photo: A. O. Smith Corporation

Suppose you need to bend heavy steel ship-plates. You need extra heavy rolls like these with a pull-down power of 8,000,000 lbs. No job is too hard or heavy for North American technology. Here is the key to the solution of our social problems. Power and more power is needed.



Photo: Canadian Pacific Air Lines Limited

Aerial view of Shipsaw Power Plant No. 1 in background, and No. 2 in foreground. Total generating capacity is 1,500,000 hp. Canal between two plants is $1\frac{1}{2}$ miles long through solid rock. Here is the fundamental difference between yesterday and today. It's power and technology.

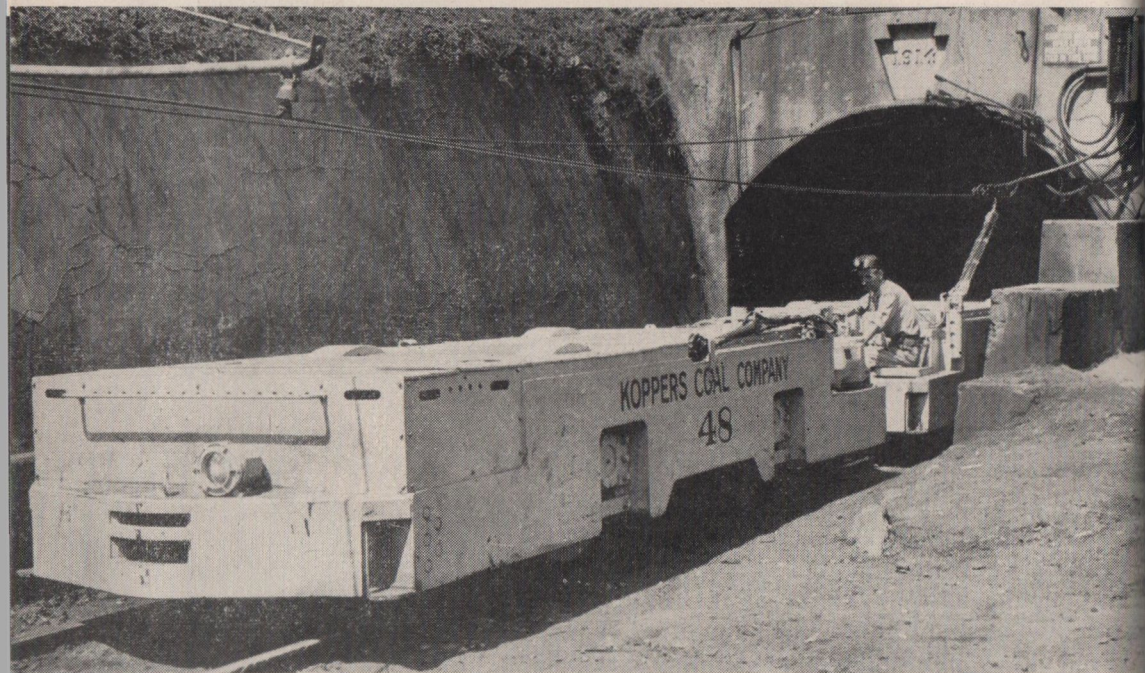


Photo: Bituminous Coal Institute

Coal is the chief source of power. Here, an electric mine locomotive brings 300 tons to the surface. There's about 250,000 miles of mine track in U.S., 85% of soft coal is hauled out like this, 91% is mechanically cut, 60% mechanically loaded, only 4% mined by pick and shovel.

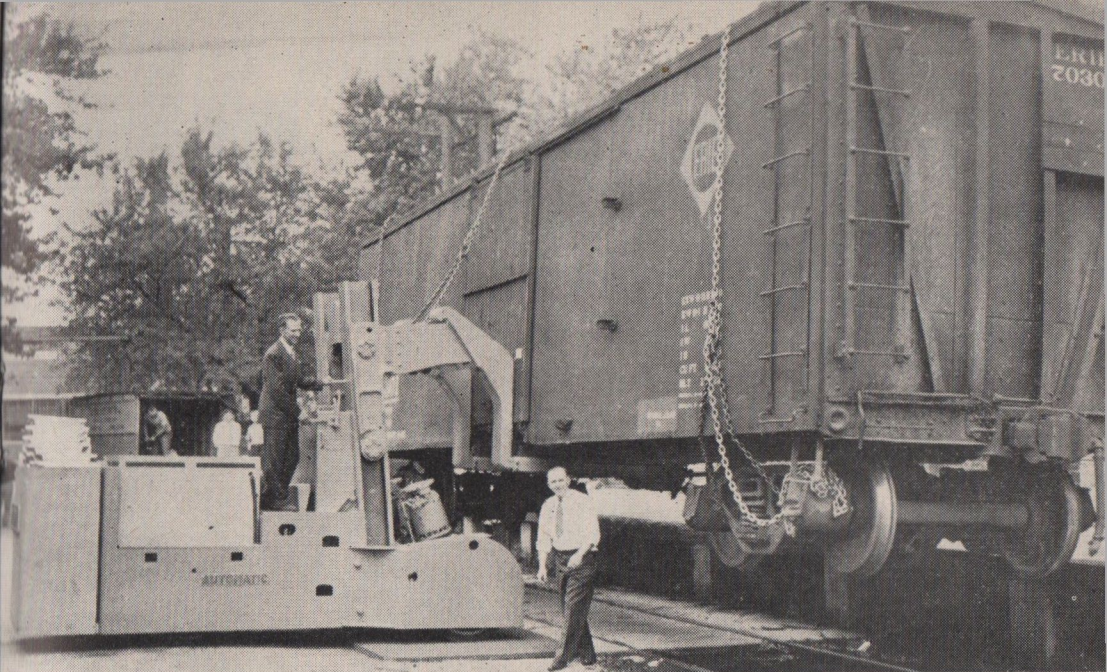


Photo: Automatic Transportation Co.

Maybe you have to do some real heavy lifting and hauling, say 30 tons. Here's the Sky Lift Giant that will do it. Actual lift here is 23 tons. Unit is a four-wheel drive with high-pressure hydraulic lift. Note man under boxcar. He has confidence in technology. Hurray!



Photo: Euclid Road Machinery Company

A Bottom-Dump Coal Hauler being loaded in an open pit mine near Zanesville, Ohio. This coal hauler has a capacity of 40 tons, enough to heat an average home for five years. It's powered by a 27-hp Diesel engine. Top speed is 31.2 mph. This is great technology.



Photo: General Motors Corporation

Here's the original engine (human) trying to compete against a gasoline engine. It can't be done. Men represent 7/10ths of one hp. car has 90 hp. Collectively we are trying with equal futility to operate a Power Age culture with handicraft-agrarian social institutions.

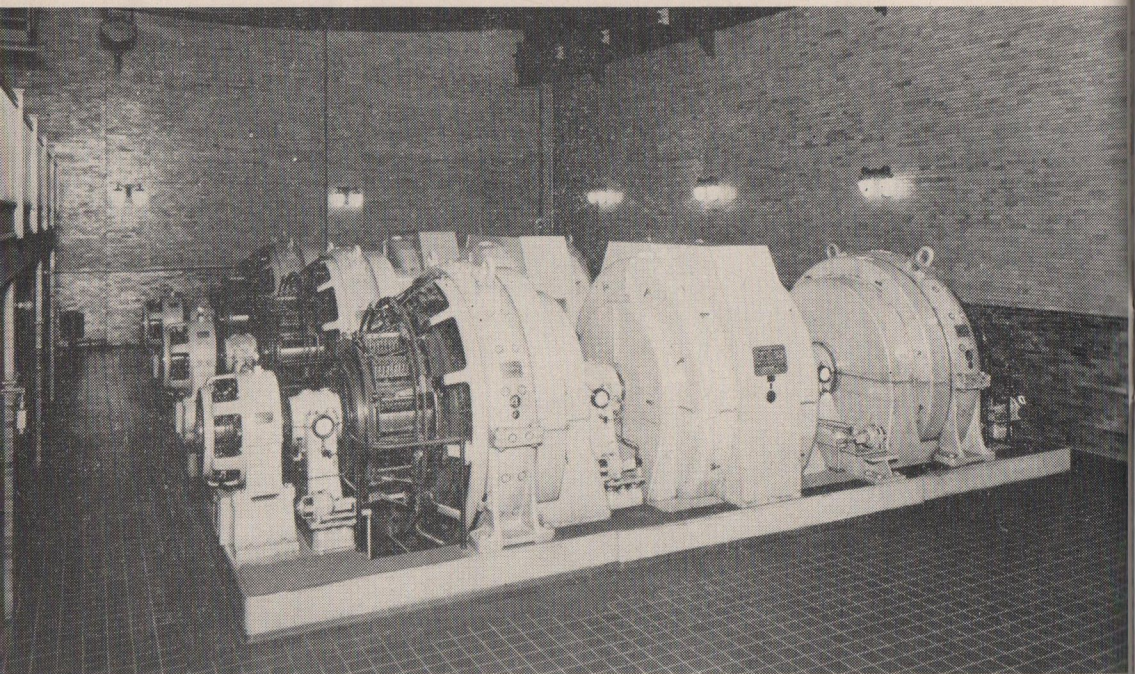


Photo: Detroit Edison Company

Here's the labor force described in the article 'Requiem For The Price System.' It's the Machine Room in Farmer Sub-Station, Detroit. There's no getting away from it. As the time rate of doing work goes up social alternatives go down. There's only one solution.

Flashes Of American History

Uncle Sam's Gold Spike

By Ben H. Williams, 8141-15

'One! Two! Three! Done. Telegraph lines all over America flashed those words, in dots and dashes, to and fro throughout the continent on May 10, 1869. The Liberty Bell rang once again in Philadelphia, while giant parades were forming in Chicago and other large cities. These celebrations followed the strokes of the sledge hammer on the last spike (a gold one) that anchored the tracks of two interconnecting railway lines spanning the nearly 1,800 miles from Omaha to Sacramento. The Union Pacific and the Central Pacific had effected a junction at Promontory Point, a few miles west of Ogden, Utah. The iron horse now for the first time could traverse the continent from the Atlantic to the Pacific.

A Great Engineering Feat

This transcontinental railway link, begun five years previously in 1864, is described by Allan Nevins in 'The Emergence of Modern America,' as 'easily the greatest engineering feat that America had undertaken and next to the Suez Canal and the Mont Cenis tunnel, completed almost at the same time, it might fairly have been rated the world's greatest engineering achievement.'

Included in the 1800 miles was a wilderness of unbroken prairie, inhabited only by a few nomadic tribes of hostile Indians, and followed by foothills and valleys between rugged mountains, all requiring well-nigh superhuman excavating and grading problems. Supplies for construction and maintenance of the Central Pacific had to be brought by ship around Cape Horn or shuttled across Panama to boats bound for Sacramento. A semi-military discipline was required along the Union Pacific right of way and the workers often dropped their picks and took up rifles to fight off Indian raids. Everything pertaining to camp life, including gambling equipment, was subject to almost daily transportation from one camp site to another.

White laborers, recently from famine-stricken Ireland, and brought to full strength and vigor on American beef and buffalo meat, moved rapidly across the prairies toward the Rockies, to meet slower-moving, rice-eating coolies, imported from China to the number of 10,000 or more, for the Central Pacific construction. The latter road, according to Nevins, 'had to traverse the Sierras at a height of more than 7,000 feet and in a space of 60 miles it passed through 15 tunnels. Trestles, culverts, snowsheds, tanks and drainage systems must be built at enormous expense.'

When the junction was effected in Utah, it was found that the Union Pacific had laid 1,086 miles against 689 by the Central Pacific. Yet the eastern line was a shabby affair with a single track. 'East of Ogden,' says Nevins, 'it was a hastily graded, ill-ballasted, poorly equipped railway, with few decent stations, shops or roundhouses.' In one instance, the Union Pacific gang, in its eagerness to beat out its rival, laid track on the snow, and a subsequent thaw sent the whole construction into the gorge. On their part, the Central Pacific promoters left many specified grades and tunnels uncompleted in order to cover mileage.

'The American Way of Life'

And thereby hangs a tale of private enterprise, which 'kept' historians are accustomed to glorify as 'the American way of life.'

This first transcontinental railway link—conceived by obscure dreamers as far back as 1828, agitated with unceasing vigor from 1840 to 1850, by Asa Whitney, a genuine philanthropist, who offered his life and fortune for the privilege of promoting a fast transportation link for the commerce of Europe and Asia through America, bandied about as a football by politicians in Congress who wrangled over Northern or Southern routes for 20 years or more—finally was authorized in the Act of 1862, signed by Abraham Lincoln, and creating 'The Union Pacific Railroad Company.'

Private capital up to that time had declined to consider such a project, and had even lost interest in the idea, when Uncle Sam stepped into the picture. Provision was made in the Act of Congress for a government subsidy of \$16,000 a mile for the level country east of the Rocky Mountains, \$48,000 a mile for the lines through mountain ranges, and \$32,000 a mile for the section between the ranges. Besides this generous money subsidy, prospective private companies were offered land grants of 12,800 acres to the mile, which embraced alternating sections (square miles) of land on each side of the right-of-way.

This juicy plum at once brought lip-licking private enterprisers into the arena with a bang. The Federal Government kindly offered private capital a first mortgage on the enterprise, while the government took a second lien for its money subsidy.

The private enterprisers, having thus been made 'free enterprisers' by Uncle Sam, formed a construction company under the domination of the controlling stockholders, which pres-

ently became known by the fancy name of Credit Mobilier. Their purpose was to grab the fat profits of construction, water their stock to the limit, and thus garner into their coffers the whole sum of the government subsidy, and more, leaving the completed Union Pacific line mortgaged to its full value and Uncle Sam holding an empty sack.

The customary private enterprise procedure was followed to this end. Contact was made with Congress through a lobbying committee. The Credit Mobilier promoters made use of a Congressman from Massachusetts, Oakes Ames, as their front man. To keep Congress from interfering with this grand scheme, Ames resorted to a well known technique, which was dubbed 'a gentlemanly douceur,' another polite French name for what in plain American means 'greasing his palm.' Ames distributed to various key members of the House and Senate shares of Credit Mobilier stock at par value, just half their actual market value at the time. He stated that he wanted the shares distributed 'where they will do the most good to us,' and added that 'there is no difficulty in inducing men to look after their own property.'

The Credit Mobilier succeeded in its purpose. The shabby construction of the Union Pacific cost three times its needed cost in money, and the scandal following its exposure extinguished the reputations of some distinguished Americans.

This exposure of the Credit Mobilier through newspaper articles and a Congressional investigation hit not Ames alone, but such honorable politicians as Vice President Schuyler Colfax, Senator Patterson, James A. Garfield, William B. Allison, William D. Kelley, and others. A number of benefactors, however, with a more realistic view of big business methods, saw nothing wrong in their part of

the enterprise. Representative B. M. Boyer of Pennsylvania, who had accepted 75 shares of Credit Mobilier stock for his wife, declared that it was 'a legitimate stock operation' and his only regret was 'that it was no larger in amount.'

The Central Pacific promoters were not far behind those of the Credit Mobilier in securing for themselves all the profits of the government subsidy, but managed to escape scandal in their manipulations.

This sabotage by private enterprise of a great engineering project continued for another 25 years, with the further expansion of the Union Pacific, until 1893, when the company threw up its hands and announced that it was insolvent. The U. P. went into the hands of a receiver, and Uncle Sam, along with innumerable widows and orphans, had paid several times over for the 'gold spike' that

completed the first railroad track across the United States.

In accounting for this subsequent bankruptcy of the Union Pacific, some historians contend that it was due mainly to overbuilding through unsettled areas. The railway promoters thus are accounted over-generous in their efforts to open up territory for settlers. This aspect of the matter will be considered in another 'Flash' entitled 'The Agrarian Revolt.' Meanwhile our next 'Flash' will treat of an intervening American development under the title 'Uriah Steven's Dream.'

References: A Chronicle of the Welding of the States—THE RAILROAD BUILDERS, by John Moody. A History of American Life, Vol. VIII —THE EMERGENCE OF MODERN AMERICA, 1865-1878, by Allan Nevins. THE UNION PACIFIC RAILWAY, by J. P. Davis. (This last is rare both in quantity and quality. Only one 'reference' copy in the Cleveland library. Published in 1894, shortly after the U. P. receivership, it covers the whole history)

Oh Say, Can You See?

I spent 33 years and four months in active service as a member of our country's most agile military force, the Marine Corps. I served in all commissioned ranks from a second lieutenant to major general. And during that period I spent most of my time being a high class muscle man for Big Business, for Wall Street, and for the bankers. In short, I was a racketeer for capitalism.

Thus I helped make Mexico and especially Tampico safe for American oil interests in 1914. I helped make Haiti and Cuba a decent place for the National City Bank boys to collect revenues in. . . I helped purify Nicaragua for the international banking house of Brown Brothers in 1909-1912. I brought light to the Dominican Republic for American sugar interests in 1916. I helped make Honduras "right" for American fruit companies in 1903. In China in 1927 I helped see to it that Standard Oil went its way unmolested.

During those years I had, as the boys in the back room would say, a swell racket. I was rewarded with honors, medals, promotion. Looking back on it, I feel I might have given Al Capone a few hints. The best he could do was to operate in three city districts. We marines operated on three continents.'—Major General Smedley D. Butler, U. S. Marine Corps (1881-1940). (As quoted by the UE NEWS, February 28, 1948.)

I burn up when I see people stupidly working against their own interests. I burn up too when I think of all the good guys who went out and got killed to protect the right of a handful of sons-of-bitches to make more money for themselves.'—Brigadier General Evans F. Carlson (1896-1947), U. S. Marine Corps, in a letter to Agnes Smedley in 1946. (As quoted by THE PROTESTANT, January-February, 1948.)

Primer Of Technocracy

'We Who Are About To Die, Salute You'

by Education Division, 8741-1

Get Behind Me Reality

There are several different attitudes taken by North Americans in regard to social problems and social change. First, there is the ostrich attitude. This consists of burying your head in the sand so you can't see Old Man Trouble approaching. Like that mythical ostrich, one can bury his social intelligence deep in the commercial escapisms of the Price System. In that sea of self-centered existence, one can shut out of sight the existence of social problems.

The sea of commercial escapisms is wide and deep. It includes art, literature, music, movies, radio, liquor, crime, sex, sports, travel, etc. We do not mean that these things are anti-social in themselves. It may well be that an occasional shooting star of social intelligence penetrates into this sea. However, it doesn't last long. As a falling meteor is consumed in the earth's outer atmosphere, so social intelligence is consumed on the fringe of the sea of commercial escapisms.

Another large field of escape from social problems is in the moral attitude. This attitude is very respectable and high toned. Practically every stuffed shirt in the land finds refuge from social problems in this attitude. All one has to do to make it work is to play it this way. You admit at once that there are a lot of serious social problems. Never argue that there aren't any. In fact, it is smart to go to the extent of saying that the social system is in a mess, and that the whole human race and the world itself is going to the dogs.

Then you look wise, shake your head sadly and say that you can see no solution for anything until human

nature improves to the point where a better world is possible. This is very impressive and lays the blame for social problems on the 'inherent evil' in man. What's more important, it postpones the necessity for doing anything into the dim and misty future. The moral attitude on social problems is practically atom-bomb-proof.

Another favorite field of escape from social problems is in the political attitude. This attitude includes some of the characteristics of the moral attitude. In addition, it is clothed in the mantle of civic righteousness. The way you work this attitude is this way.

Throw out your chest and say that our immortal founding fathers gave us an unparalleled instrument for regulating human society. That instrument is our inalienable political rights. If we but used them as our gallant forefathers did, we could solve social problems today, even as they did back in the 'good old days.' We must exercise our franchise. It is our most sacred possession. We must vote and vote and vote until we vote all the rascals out and have nothing but 'good men' in office. Then, ipso-facto, the 'good men' will solve all our social problems and every red, white and blue American can live happily ever after.

Ring Out The Old

These three attitudes on social problems are practically universal in North America. Some people specialize in one or two of them. Others go in for all three in varying degrees. Any simple-minded citizen can go in for these escapes. No equipment or training is

required. It is not even necessary to think. In fact, that dangerous pastime is exactly what must be avoided.

However, sad to say, the practice of thinking is showing signs of growth. We can blame science for this. For thousands of years, it was impossible to think about solving social problems. This was because social problems could not be solved under the conditions of natural scarcity that prevailed, and because the scientific attitude had not yet emerged. This latter attitude is the nemesis of the first three.

The scientific attitude emerged out of the growth of scientific knowledge. It is an attitude that faces physical realities, analyzes them, and interprets them into useful social patterns. Before its withering tests, all commercial escapisms, moral hypocrisies, and political futilities are reduced to their proper size.

On the old western frontier it used to be said that the Colt revolver made all men equal. This is exactly what the scientific attitude does to social problems. It reduces almost all of them to a common measurable basis. When this stage is reached, it becomes possible to solve social problems

by using science and technology for that purpose. North America has reached this stage of development in science and technology.

From here on out, the road is clear. It lies along the social interpretation of scientific knowledge and the application of scientific principles to our social system. There is no other road. Along this well marked route lies the solution to all of our common social problems.

In case you are tired of Price System futilities, in case you are tired of false sanctuaries that provide no refuge, we suggest that you get in touch with Technocracy. There you will find a Body of Thought that is the meat and bread of science as a whole. Technocracy has the correct answers to social problems from which most of us have been trying to escape.

Tomorrow will surely come. After that, there will be many more tomorrows. Among them, somewhere, not too far ahead, lies the most important social change in all human history, the dawn of a New America. The Price System is dying. With it will die all of its concepts. Ring out the old, ring in the new! Join Technocracy!

One Thing Leads To Another

The average Canadian kid is bolting school at Grade 9, vaguely dissatisfied with a program of instruction aimed primarily at fitting him for University, where he and 87% of his colleagues won't be going. . . . Furthermore at the age group 15-19, 24.7% of rural boys are in school, compared with 42.8— of urban boys. . . . According to 1946 figures, for every 100 students enrolled in grade 7 in Canada, there were 83 in grade 8, 64 in grade 9, 44 in grade 10, 31 in grade 11, 19 in grade 12, and 5 in grade 13. Why the heavy mortality?—From an article on Canadian education in the Toronto FINANCIAL POST, February 14, 1948.

Speaking before the Cooper Union Forum recently, John R. Saunders, associate curator of education at the American Museum of Natural History, stated that Americans spend about \$125,000,000 annually on fortune tellers. This includes money for dream books, horoscopes lucky charms, and other items for the superstitious. Mr. Saunders said that the problems of today call for: "clear thinking, free of the hindrance of bias error, and unfounded beliefs or superstitions. Superstition is an intellectual cost which, if we allow it to increase, may well prohibit the progress of human welfare." (CHICAGO TRIBUNE, February 2, 1948.)

Technology Marches On

New Ideas for a New Age

by Research Division, 8741-1

From the raw material to the finished product in the consumer's hand, every time any item is picked up and moved there is an added cost with no addition to the product's value. About 80 percent of the unskilled labor in the U. S. does nothing but pick up materials, move them, and set them down again.

The *Wall Street Journal* for January 14, 1948, reports that: 'On an average, 22 cents of every dollar spent for labor in all industry goes for material handling.' Business has spent a lot of money in the past, and is doing so now, 'to speed the flow of goods through production lines where the value of the product is improved by the work done on it.' These expenditures take the form of more automatic machinery and methods to reduce the processing time.

Much has been accomplished in that field and much remains to be done. In the materials handling field, however, not much has been accomplished yet. However, technology is at work there now, as well as in other branches of industry. A National Materials Handling Exposition recently was held in Cleveland. About 200 of the 650 manufacturers engaged in producing this type of equipment staged exhibits. The theme song of the Exposition was how to cut costs by reducing handling, speeding up moving time, and saving space.

Scores of models of industrial trucks both electric and gasoline, of the driver-ride and the walkie-type were shown. Competing with these trucks was a wide range of conveyor systems, cranes, hoists, and monorail transport systems. Said one producer: 'There isn't any nook or cranny in

industry where some form of materials handling couldn't make the job a little easier.' Just what he meant by 'easier' is revealed by another producer who said: 'We've just begun to see the exodus of some vanishing Americans—the stevedores and the others who lift and haul.'

Factory Management and Maintenance for September, 1947, reports the results of conveyerizing a rough lumber handling operation in a plant at Forest Park, Illinois. The lumber goes through six operations at planer, cut-off saw, rip saw, jointer, salvage board cutting, and gluing stations. Formerly, the lumber was moved from one station to the next by hand-pushed dollies. At each station it had to be removed from the dolly by hand, lined up for the operation, and then reloaded on the dolly by hand.

Then a new plant layout was adopted. Transport was mechanized with conveyors and the lumber forced to move in a straight line from one station to the next. The installation cost \$7,500, but it saved \$130 every day. Consequently, it paid for itself in about 60 working days. The factory reports that production efficiency is *up* 30 percent. Unit cost *down* 10 per cent. Required floor space *cut* by 58 per cent. Waste *reduced* by 5 per cent. Machine capacities *increased* by 65 to 95 per cent. (*Italics theirs*).

Farming By Air

Airplanes are now being used for four of the six major farm operations. They dust and spray insect poisons, sow seeds, spread fertilizer, control weeds. The *Wall Street Journal* for March 2, 1948, reports that:

Farm flying is expanding by leaps and

bounds . . . A dozen years ago the number of people in the business could be counted on your fingers. Now the U. S. Department of Agriculture has a list of 300-odd companies in the business operating from coast to coast . . . All this adds up to a huge saving each year in time and manpower for farmers.

Some of these 'savings' are as follows: 'Twenty men worked a week spraying 600 acres of grapes. The following year a plane sprayed the same acreage in less than a day.'

One farmer with a helper, a tractor and mechanical spraying equipment can spray 60 to 80 acres a day providing wind conditions are favorable. Recently one plane sprayed 900 acres in a day.

Last year about 99 per cent of California's 140,000 acre rice crop was seeded from the air. The U. S. Department of Agriculture is now contracting for reseeded of rangeland grasses from the air.

Chemical control of weeds from the air is a growing practice. Liquid mixtures of 2, 4-D were sprayed on 100,000 acres of California's rice crop last year. Results were spectacular. The average yield rose from 60 to 76 bushels per acre.

In Iowa and Nebraska corn fields are sprayed to kill weeds. Cranberries and potatoes in Maine, and vegetables in the Rio Grande Valley are being given aerial treatments. The Oklahoma A. & M. College now conducts a three-day, short course on aerial spraying.

Helicopters, as well as planes, are used. The helicopter can be used on small fields. Due to its ability to hover, it can reach 'hard to get at' spots that an 80 mile per hour plane would skip over. In spraying cotton fields the helicopter is ideal. The downdraft from the rotors produces an air current that rebounds from

the earth, thus spraying the undersides of leaves as well as the top.

Last year 413,000 acres of timber land were sprayed in the Pacific Northwest. About 400,000 gallons of DDT were used to combat the tussock moth, a voracious pest. The project was called 'extremely successful' by Agricultural Department officials.

Cotton Pickers

The first mass-produced mechanical cotton picker rolled off the assembly line at the plant of International Harvester Company in Memphis, Tennessee, in February, 1948. Previous models were made by individual machine shop methods. About 100 machines a month will be turned out. The model being turned out is a one-man, single-row picker.

Food Machinery

Food Industries for February, 1948, reports on a number of new developments in food processing that bodes no good for man-hours or skill. Among the new developments cited are:

A continuous mechanical process for the manufacture of macaroni producing 3000 lb. per hour, while it requires 3 men to operate a batch process and produce around 1000 lb. per hour. A new rice process actually improves the quality of the original raw product and, at the same time, delivers a yield of fancy head rice 25 percent greater than that secured by the conventional milling process. A new mechanical filleter with a crew of 9 operators produces 4583 lb. of had-doc fillets per hour or 509 lb. per man, as compared to the old method in which each manual filleter produced only 210 lb. per hour. New machines and processes have been continually appearing on the food processing scene, but much more must be done in this direction. The need to mechanize is now more urgent than ever before.

Mechanical Interviewing

Once upon a time when a fellow applied for a job, one of the first steps was to have an interview with the 'boss.' Now, you have an interview with a machine.

Dr. Eliot B. Chapple, Harvard anthropologist, is the young scientist who is bringing this about. Dr. Chapple examined many personality tests used on job applicants. He came to the conclusion that the only measurable factor in any of these tests was the time element. He devised a machine to measure the time factor in interviews. Here's how it works, according to the *Wall Street Journal* for February 16, 1948:

All applicants fill out the conventional information blanks; the promising candidates are then interviewed in the presence of the machine, called an Interaction Chronograph, which times the questions and answers. This timing, says the machine's inventor, affords the best practical test of an applicant's personality.

During the interview, the operator of the Chronograph presses keys while the interviewer and job-seeker are talking. The length of time each person talks and the intervals between question and answer indicate tendencies of the applicant to initiate and to carry on activities. Revealed at the same sitting are inclinations to interrupt, to argue, to dominate, or submit. Thus significant personality traits are disclosed.

The Chronograph can also be used to determine if certain employees are in the right position. One Boston Department Store has made 1,400 machine examinations. The Chronograph has failed only a few times to put the right person in the right job. Industrial concerns are also using the Chronograph. It is said that over 50 companies have expressed an interest

in the possibilities of mechanical interviewing.

Automatic Change Machine

Business Week for February 21, 1948, reports the production of a machine that makes arguments about the correct fare or change impossible on street cars and busses. Here's what the unit does.

The units accept any coin, register the fare, and return the correct amount of change. They can handle up to 100 fares a minute. They also keep tab on total collections, number of passengers, and special-rate traffic (school children, city employees). By throwing a switch, the operator can make a spot check on the coins through a magnifying glass. The units are self-replenishing all coins deposited are kept in the machine.

Mechanization Pays Off

Recently, Fairbanks, Morse & Company took over an old iron foundry at Freeport, Illinois. They proceeded to mechanize it with conveyor systems, automatic weighers, traveling platforms, monorail systems, and other technological devices. *Business Week* for January 31, 1948, reports results after a few months' operation:

Years ago, before the company took over the Freeport foundry, an output of 20 tons of castings a day with a crew of 150 men was considered a good production rate. Now a crew of 56 men is able to pour the same amount of metal in one eight-hour shift. . . . In normal operations a foundry will produce 800 pounds of castings daily for each mold; with its mechanized plant Freeport is turning out close to two tons per mold daily.

The Civil Aeronautics Administration reveals in a recent report that eleven States in the U. S. now have aviation police departments.

Technocracy In Your Trade

Hospital Nurses

by Organization Division, 8741-1

Among the major muddles of the Price System is the current 'shortage' of nurses. Physicians and hospitals plead almost daily in our 'free press' for more nurses. Actually, there are more nurses, both registered and practical, than ever before in the history of the U. S. The 'shortage' is one not of production, but is a type of maldistribution characteristic of the Price System. The trained personnel for nursing is in existence on this Continent. The trouble is it is not functioning in the right place at the right time. That's where the Price System muddle comes in.

The *Statistical Abstract*, 1946, reveals that the U. S. had 371,000 nurses in 1940. *Pathfinder*, December 3, 1947, states that: 'American nurses count for half of the world's nurses.' Under the Cadet Nurse Corps program, more nurses were graduated during the war years than ever before. Yet, today, the American Hospital Association reports that 32,000 beds must be kept vacant because of the nurse 'shortage.'

One of the chief 'explanations' of this condition is that the number of patients admitted to hospitals has increased greater than the number of nurses available. Figures are trotted forth to show that 16,000,000 patients were admitted in 1947 as against only 8,000,000 in 1936. Yet, today, there is, by Census calculations, one nurse for every 316 citizens of the U. S. as compared to one for every 357 in 1940, and one for every 1,116 in 1910. If this is correct, where, then, are the nurses?

Greener Pastures

The answer is that a large number of nurses are taking advantage of the

artificial post-war prosperity to improve their position. For the first time in many years, nurses have a chance to acquire more security, higher pay, and better living standards. Since V-J Day, about a third of all nurses have retired from any kind of nursing, either to get married, or take jobs in other fields, such as teaching, camp counselors, airline stewardesses, etc. Many thousands have also escaped from hospital and private duty nursing into industrial, office, and executive positions.

The field of preventive nursing has also claimed many thousands in the last few years as Public Health nurses. In fact, the American Nurses Association lists 90 fields open to registered nurses. If this is correct so far, there must be something seriously at fault in the field of general hospital and private duty nursing. There is no point in blaming the nurses. Let's look for the factors 'higher up.' Under the jungle-like social code of the Price System, every individual and minority group has to protect itself as best it can. There is no overall social design for the General Welfare of all.

Count Them One By One

The Bureau of Labor Statistics, in cooperation with the Women's Bureau of the Labor Department and the National Nursing Council, analyzed the economic status of nurses recently to find an answer to what is at fault. It is reported in the *Monthly Labor Review* for July, September and November, 1947. The analysis is based upon 22,000 answers to questionnaires sent out to nurses in all 48 States.

The leading grievances listed in the answers appear about as follows:

1. Lack of retirement and unemployment security.
2. The quality of non-professional help furnished as assistants.
3. Methods of determining promotions and pay increases.
4. Hourly rates of pay.
5. Lack of sufficient opportunity for promotion.
6. Lack of procedures for settling grievances.
7. Refusal to accept suggestions from nurses.
8. Poor locker and restroom facilities.
9. Too low allowances for living outside the hospital
10. Objections to split shifts.

There were many other grievances. A chief objection nurses often talk about is the amount of time devoted to non-professional work that could be done by less highly trained personnel. More than a fourth of the total time of the average hospital nurse is taken up with duties requiring no technical skill or knowledge. This is the field of 'practical' nursing.

A practical nurse does not need to know as much as a trained nurse. She can do all the routine work in a hospital or home. At present 21 States license practical nurses. There are over 100,000 of them employed now. It is a grwing field. The educational requirements for practical nurses are much lower than for trained nurses. Also, the age limits are much higher. Practical nurses are less insistent on the eight-hour day. In 1946 over a third of the practical nurse assignments were for a 12-hour day, and believe it or not, 8 percent accepted 24-hour duty.

Bird In A Gilded Cage

On the whole, trained hospital nurses were more dissatisfied with

their conditions than private-duty nurses. A large majority of both, however, expressed satisfaction with the job as a whole. That is, they like nursing as a profession. It is the conditions of their work to which they object. Also, the Bulletin reports: 'There is a widespread feeling of insecurity.'

It may come as a surprise that nurses are paid, on the average, less than school teachers, who are traditionally underpaid. The U. S. Public Health Service states in its report on hospital nursing that: 'The salary range in public schools in general is wider than in hospitals.' The report also points out that due to low salaries, nonprofessional personnel (practical nurses) is less available than otherwise might be the case.

There are a few more things that irritate hospital nurses and tend to drive them into other fields. One is the fact that the nurse's private life is not her own. At a convention of the American Nurses Association, held in September 1947 in Chicago, Mrs. Eva Goldstein, who teaches home nursing, stated as follows:

A nurse is almost never free to live her personal life as she would like. The nurse is limited by traditional restrictions imposed by society, by doctors and by standards within the nursing profession.

To this Miss Agnes Salisbury, counsellor for the Connecticut State Nurses Association, added: 'It's impossible for the average nurse to live in the community as she would like to because of the low income she makes and the hours she works.'

Physician, Heal Thyself

Another factor that tends to drive nurses out of hospitals into other fields is the attitude of doctors. A physician indicts his fellow practitioners on this. At the 1947 convention of the National Association of

Methodist Hospitals and Homes, held in Chicago, the point was well aired. Dr. Fred G. Carter, superintendent of St. Luke's Hospital, Cleveland, cited as a large contributing factor to the nurse 'shortage' the 'bad manners and general boorishness of some doctors.'

Dr. Carter said that some doctors regard themselves 'as something sacrosanct' and think that nurses 'may be kicked around and abused with impunity.' This attitude, he said, is responsible for a decline in nursing school enrollments and for nurses abandoning their profession. Continuing, Dr. Carter said:

As a result hospitals all over the country are floundering badly and the general public is in danger of having its refuge in time of illness deteriorate and finally disintegrate. The sooner medical staff doctors of hospitals whittle these recalcitrants down to proper size and instill in them the necessity of treating their co-workers with respect, courtesy and common decency, the sooner we will have better working conditions and probably more nurses in our institutions.

Price First: People Last

Despite all the hospitalization plans, insurance benefits, workmen's compensation laws, etc., two out of every three U. S. citizens cannot meet the financial demands of a serious illness. So states Howard Rusk, M. D., chairman of the Department of Rehabilitation and Physical Medicine of the New York University College of Medicine, in an article in the *New York Times Magazine*, June 29, 1947.

He adds that the total amount spent on human medical research, both government and private, is only about \$20,000,000 a year. In 1947 Congress appropriated \$29,000,000 for research into plant and animal diseases. In 1943 over \$250,000,000 was spent on industrial research. It seems that

human components come last in the Price System.

The above merely goes to show that the muddle of the nurse 'shortage' is only a part of a larger muddle in the whole field of public health. This, in turn, is a component of the overall Price System muddle. There is no design of social operations evident in the Price System anywhere. The whole mess is a fratricidal 'free for all' wherein clashing individual and minority interests battle for preferential advantages.

Outstanding among these minority groups is the organized medical monopoly. It is one of the tightest trusts on earth. It has thrown an iron curtain around some of the choicest, richest, easiest, and less able to resist pickings in the whole Price System. That is, the body of citizens who are ill and sick. They can't protest. They must get well somehow, or go under in the murderous battle for Price System survival.

The diamond cartel may have a monopoly but, after all, you can get along without diamonds. The oil trust may be pretty bad but, after all, you can always walk. However, when you get sick, you can't get along without health. You must go to a doctor. He, in turn, must behave exactly as the operating rules of the Price System dictate. Thus, doctors must compete with each other (within the monopoly) for the business of the sick.

Only One Way Out

In this setup, the nurse always has to play second fiddle to the head business man. He is organized and domineering. All she is good for is to do the work. Despite the vital necessity of her work, despite the skill and education necessary, she rates low in the medical world. Consequently, she is forced to maneuver for a better position. This is what is happening, and has been happening, in the field of nursing for the last few years.

It will continue, at every favorable opportunity as long as the Price System lasts. However, only a few out of the many will ever be able to improve their position to any extent at all. When this ancient social system goes where the dinosaur went, it will be possible to set up a public health system fit to be called civilized. Then, and not until then, will the trained nurse come into her own, as a socially necessary and important citizen.

In the Technate of North America, all the schools of the healing art will be united into one inclusive and scientific school. It will have only one function, to institute and maintain public health on the highest possible plane. There will be no competition for the business of the sick. There will be no hierarchy of doctors, no underpaid nurses. Every function that is necessary to the public health sequence in a Technate will be just as important as every other function.

The hospital and private-duty nurse will stand shoulder to shoulder with other technical personnel as co-workers in a common function. This

will be somewhat of an improvement over the Price System conditions that prevail today. If the average nurse, who is bedeviled by conditions today and seeks escape by matrimony or going into other occupations, really wants the correct answer, she can do no better than to investigate Technocracy.

Technocracy has the design of a new social system that will replace the Price System before very long. It is no dream, no Utopian fancy. Technocracy's social design is based upon the best of present scientific knowledge and practices. The framework of its new system is already here. North America has the men and women, the resources, technology, power, machines, and 'know how' to build up this new system in very short order.

Nurses will occupy an important part in the New America of Tomorrow. The best way to get ready to play that part is to join Technocracy now, and learn how to help bring it about. Technocracy needs you, but you need Technocracy far, far more.

Short, Short Story

Price System Security

A generation ago Miss Mary Patton was a star attraction in Carnival circles. Her specialty was to jump from a high perch with a parachute.

In the summer of 1915 she played at Peoria, Illinois. "One day the parachute failed to open. Injuries ended her career."

For the next 29 years Miss Patton lived, somehow or other, as millions of Americans live.

In 1944 she suffered a fall in her home. This put her permanently in a wheel chair. It also put her on the relief roll.

Miss Patton lived at the same address in Chicago for the last six years. In the early part of 1948 the building changed hands. The new owners decided to convert the rooms into studios.

They got a court order to evict the tenants, including Miss Patton. On St. Patrick's Day, in the morning, the eviction servers came.

"So they pushed her out on her wheel chair and placed her besides her belongings on the sidewalk."

She stayed there until someone called the police. They tried to get her into two hospitals, but there was no room. Then they took her to the matron's quarters at the Detective Bureau, where she spent the night.

As she prepared for bed, Miss Patton (American citizen for 64 years) expressed the hope that "her belongings on the sidewalk would not be disturbed." (Data and quotes from the CHICAGO SUN and TIMES, March 18, 1948.)

Each In His Own Tongue

By Publications Division, 8741-1

Voice Of The Price System

Please Help The Blind

We're not finding much in the way of things that could grow into fascism. Fascism is down all over the world. There are groups here that hate Catholics and hate Jews and hate one thing and another. But as far as I can find, there is no evidence that they're dangerous . . . The hate groups have done no harm so far.

Congressman John McDowell (Rep., Penn.), member of the three-man sub-committee of the House Un-American Activities Committee, in a statement to the press. (As quoted in the *New Republic*, June 9, 1947).

Idiocy or Coverup?

There is no reason to believe that any of the totalitarian states, either separately or collectively, would attempt to attack the United States. Only hysteria sustains the idea that Germany, Italy or Japan contemplates war upon us.

John Foster Dulles, U. S. Delegate to the United Nations, head of a large law firm, and one of the top strategists of the Republican party on international affairs, in a statement on March 22, 1939, a week after Hitler marched into Czechoslovakia. (As quoted by *Facts For Farmers*, February, 1948).

Founding Father

All communities divide themselves into the few and the many. The first are the rich and well-born. The other is the mass of the people. Turbulent and changing, the people cannot be trusted to judge or determine right.

We must give, therefore, to the rich and well-born a permanent position in government.

Alexander Hamilton (1757-1804), chief instigator of the Constitutional Convention of 1789, and first Secretary of the Treasury under George Washington, in a debate in Philadelphia in 1787. (As quoted by Chester Bowles, former Director of the OPA in an article in the *New York Times Magazine*, December 21, 1947).

No. 1 Resource—Hot Air

The basic strength of the United States lies in its philosophy of life and government, not in its natural resources and its industries and its wealth. These last, vital as they are, are but the consequence of the first. They are the natural development of a system which places maximum freedom for the individual above all other considerations.

Charles F. Willis, prominent mining man, in an editorial in *Mining World*, January, 1948.

Whose Way of Life?

The scream of the eagle must be heard around the world. We must adopt a positive program of selling our way of life to the whole world. When we help the less fortunate in Europe under the Marshall Plan, we should accompany it with the old-fashioned gospel of democracy—pointing out that only under our system of free opportunity and enterprise has a people been able to work and produce enough to relieve the chaos of a troubled world.

John Ben Shepperd, president of

the United States Junior Chamber of Commerce at the annual banquet of the Chicago Junior Association of Commerce and Industry. (As quoted by the *Chicago Sun and Times*, January 25, 1948).

High Prices—Yum, Yum!

On April 23, the board voted its support of the proposed government aid to Greece and Turkey. The board also voted fiscal assistance to the economies of other friendly private enterprise nations. We recognize that such assistance means the export of goods, shortening of American supply and driving prices up at home.

Robert R. Wason, former chairman of the board of the National Association of Manufacturers, in a statement to the press that appeared in the *Buffalo, N. Y., papers*, May 8, 1947. (As quoted by *In Fact*, May 19, 1947).

Chaos Begets Chaos

Small business is the best example of free enterprise. So long as we have more than 3,000,000 business enterprises in America, each with its individualistic aims and aspirations, we need not fear the encroachment of totalitarianism.

John H. Van Deventer, director of information for the Committee for Economic Development, in a talk before a meeting of the Illinois Dairy Products Association at Chicago. (As quoted by the *Chicago Daily News*, December 16, 1947).

Shade of Aesculapius

The assumption that people have a 'right' to health is as false as the notion that everyone is entitled to freedom from want. Nothing could be more destructive of initiative, effort and progress. Health is a privilege, not a right.

Edward J. Stieglitz, M. D., in the book *A Future for Preventive Medi-*

cine. (As quoted by *Survey Graphic*, February, 1948).

Eat Less For Prosperity

Our people should reduce their consumption 20 percent; food prices then ought to drop about 15 percent.

Harold Stassen, former Governor of Minnesota and self-proclaimed candidate for President, in an article in *Successful Farming* for February 1948. (As quoted by *Facts for Farmers*, March, 1948).

Is Ignorance Inalienable?

While we assert that there should be an equality of opportunity for youths who have the talent and capacity to pursue with distinction higher education, we must take the stand that a university course is not an inalienable right of every boy and girl.

Sidney E. Smith, president of the University of Toronto, Canada, in his annual report to the Governors and Senate. (As quoted by the *Toronto Financial Post*, February 14, 1948).

It's a Price System—See?

America is a great land. It's heaven on earth, a place where you can get what you need promptly, if you have the price. And the price is hard work and doing without anything that interferes with your hard work, even marriage.

John Deferrari, former fruit peddler, real estate operator, and stock market speculator, in a statement to the press upon the occasion of the establishment of the John Deferrari Foundation, a \$1,000,000 trust fund for the Boston Public Library. (As quoted by the *Chicago Sun*, September 7, 1947).

Who Controls Parents?

Education is not the function of the State. Education is the function of the parent. If the statement that educa-

tion is a State function is written into the law, it will permit future encroachments on the parental function of education. That is what we mean by the infiltration of Communist ideas. From a statement by Coadjutor

Archbishop J. Francis A. McIntyre of New York City and other Catholic (Roman) prelates issued in March, 1947. (As quoted by the *Peoples Lobby Bulletin*, March, 1947).

Voice Of Technology

The Greeks Have a Word For It

In Greece, the very people who fought Adolf Hitler are being hunted down with guns furnished by us . . .

The problem of Greece and Turkey is clearly one for the United Nations.

Our last hope, our only hope, is the United Nations. We must build the UN, and we must strengthen it until it becomes the world's great bulwark against men's warlike insanity.

U. S. Senator Glen H. Taylor (Dem., Idaho) in the Proceedings and Debates of the 80th Congress, First Session. (As quoted by the *New Republic*, August 4, 1947).

False Front

To the outside observer, it may appear slick, shiny and completely efficient, especially if the outsider is hungry, ill-housed and overworked. But we close at hand know that . . . essentials are not guaranteed to all our people even under the most prosperous conditions.

There are millions of poorly fed, badly housed children in the United States. The food and materials we ship away are not truly surplus at all. If every American child were fed, clothed, housed, educated, and cared for as we want our children to be, there would be, in fact, a serious shortage of goods and services in the United States . . .

At the risk of being charged with negligence to our own children, we export vast wealth to other countries. I doubt if one European out of ten knows this, or believes it if he ever heard it . . .

Dr. George D. Stoddard, president of the University of Illinois, in a recent speech. (As quoted by the *Chicago Daily News*, December 30, 1947).

Price System Dilemma

If we are to achieve and stabilize maximum production according to any reasonable interpretation of America's capacity to produce, we must in future have much higher consumption in all the lower and middle ranks.

The small number of the well-to-do will not be able to absorb the possible output of consumers' goods. The enlarging production of an industrially efficient nation must go increasingly to filling in the consumption deficiencies of the erstwhile poor.

Extract from the December, 1947, report of the President's Council of Economic advisers. (As quoted by the *Wall Street Journal*, December 23, 1947).

Save More and Have Less

The decline in the rate of saving, which has stimulated the demand for consumer goods during the last two years, cannot be expected to continue much longer. Between the fourth quarter of 1946 and the fourth quarter of 1947 the annual rate of saving declined by \$2.1 billion despite the fact that incomes after taxes rose by the annual rate of \$15 billion. The rate of saving is now almost as low as in 1937, when per capita real income after taxes was about 30 percent lower than now. In fact, the rate of saving by individuals is so low that widespread fears of a recession might eas-

ily cause the rate of individual saving to rise, weakening the demand for consumer goods, and reducing incomes.

Sumner H. Slichter, professor of economics at Harvard University, in an article in the *New York Times Magazine*, February 29, 1948.

One Continent

The Canadian and the United States price levels must eventually stabilize at around the same level. Politically these are separate countries. But economically and, above all, psychologically, they are a great deal less than independent.

Extract from an editorial in the Toronto, Canada, *Financial Post*, February 14, 1948.

Cart Doesn't Go Before Horse

The solution of war, however, would not provide the solution of the problems caused, say, by the mechanical cotton picker, which it is said, creates unemployment in the millions, magnifies the difficulties of the Negroes, changes the agricultural system of the Southern States, brings a crisis in the political structure, and forces a considerable migration. The mechanization of cotton production is only one achievement of science. Every major scientific discovery probably creates a social problem.

William F. Ogburn, professor of sociology at the University of Chicago, in an article in the *Bulletin of the Atomic Scientists*, March, 1948.

To Those That Have

The tremendous industrial achievements of the past 150 years have been based largely on the possession in generous quantity of two things: (1) Mineral raw materials primarily coal and iron but also the other metals, petroleum and sundry nonmetallic minerals; and (2) brains as reflected in the scientific, technologic, engineering, and organizing genius of human

beings. Those countries and regions blessed with a large measure of both, flourished and became great. The lack of either created a handicap that rarely has been overcome and never in full measure.

Extract from editorial comment by A. B. Parsons in *Mining and Metallurgy*, September, 1946.

Only One Social Blueprint

What the people want, gentlemen, is something more than committees, press conferences and conversations. They want action! They want results! They want whole action based on a whole plan. Halfway measures are not going to work. Most of us want practical planning based on facts and realism, and moreover, most of us would like to see the elimination, once and for all, of the negative, defeatist, fearful panic and scarcity philosophy which seems to characterize whatever planning we do and the public utterances of our officials.

Extract from the testimony of John P. Garrow, President National Bakers Supply House Association, before the sub-committee of the Joint Congressional Committee on the Economic Report, Chicago, Illinois, October 2, 1947. (As quoted in a booklet put out by the Association.)

Call For Technocracy

It is time the non-political, unbiased, factual and analytical thinking of which the engineer is capable be used in shaping national affairs.

E. M. Hastings, President of the American Society of Civil Engineers in a talk to civil engineering students, at the National convention of the Society, held at Jacksonville, Florida. (As quoted in the *Orlando Sentinel*, October 15, 1947).

Mud of The Last Ditch

There are two roads before us. The first road would accept, for the use of

all, the co-operatively achieved abundance which science pours at our feet. The second road would let this abundance be hoarded and doled out by monopolies and cartels. The first means atomic peace, the second atomic war.

Which road shall we take? It is a question of life or death . . . Those who want to imprison us in a dead-end economy are afraid that their opportunity is slipping by and so they run madly up and down scattering seeds of international discord, for they see their only chance in a new war.

The greatest single influence for this war today is the Papacy. Its 1946 consistory of cardinals at Rome was a virtual call for modern crusade against what it calls godless states. By means of its 'Christian' front of

papal with non-papal Christians the Papacy advances its ambition to rule the world through states subservient to its will . . .

The American aids and heirs of European clerical fascism are bound together by one thought, one common thirst: War. Having made the very skies of Europe blush for their murders, they now turn upon the Americas the horrible gaze of their lust, insatiable, lost from kindness, alien from humanity. War is their element. If we defeat them we defeat war. If we defeat war we defeat them.

Part of a petition to President Truman to break off diplomatic relations with the Vatican, signed by 1,275 ministers and 6,000 lay church members. (As quoted in *The Protestant*, August-September, 1947).

Chinaman's Chance

Just how much of a chance the average man has under the Price System to retire into a graceful, independent old age is illustrated by the following facts. At the age of 25 out of 100 living all are self supporting. At the age of 45 out of 84 still living 69 are self supporting, and 15 are dependent on others. At the age of 55 out of 80 still living 50 are self supporting, and 30 are dependent on others. At the age of 65 out of 64 still living only 10 are self supporting, and 54 are dependent on others.—From a leaflet put out by the First Mutual Savings Association of Chicago.

Ever since 1914 the annual earnings necessary to accumulate a retirement income from investments equal to \$3,000 a year has been rising. If one earned 3,075 a year for 25 years in the 1914 period one could have retired with an income of \$3,000 annually from investments.

By 1929, in order to accumulate this retirement income in 25 years it required yearly earnings of \$5,267. In 1947 it took yearly earnings of \$13,221 to do it. In

other words, the average person's chances to get ahead have decreased rapidly since 1914.

While the income needed for retirement today has increased 2 times, or by more than 150%, since 1929, the average person's income has increased only 80%. So the average man's chances of achieving success are really slimmer now than a generation ago.

This 1929-47 trend is something new in America. The average person's chances of getting ahead improved during 1914-29. In that period the dollar income needed for retirement or a stake in business rose by 75%, but the average income rose by 100%. So more people were within striking distance of success and security in 1929 than in 1914. The story has been different since 1929.

Fewer people actually do achieve financial success today. Only 1% of all families now have incomes large enough to build up a retirement fund or a stake in business.' (Data and quotes from *BUSINESS WEEK*, June 7, 1947.)

In the Question Box

By Speakers' Division, 8741-1

You state that Technocracy is the only way to balance production and consumption. Why can't this be done through co-operatives?

The problem of balancing production and consumption is an engineering problem. Therefore, it cannot be solved by business methods. This lets the cooperative movement out. The methods of all business are based upon buying and selling, i. e., exchanging goods and services. The basic routine for doing this was worked out thousands of years ago. This routine of business depends upon the existence of a scarcity of goods and services. Obviously, an abundance of anything cannot be bought and sold.

This being the case, then, business as an institution must maintain a scarcity. This means that supply must always be restricted and demand kept unsatisfied. In other words, an unbalance between demand and supply is necessary. This condition of unbalance existed as a natural factor for thousands of years. Then, there was a natural scarcity. Today, however, natural scarcity does not exist in North America. In its place we now have an artificial scarcity, arbitrarily enforced by business. It serves as well, however, as natural scarcity to sustain business. The type of civilization built by business methods is called a Price System. Now, except for some refinements the Price System of today is no different from that of thousands of years ago. Since an unbalance between demand and supply, or consumption and production, is necessary for any Price System, it cannot afford to permit these factors to be balanced. In any event the Price System cannot achieve such a balance because its operating characteristics

have been evolved into a type suitable only to the manipulation of an unbalance.

It is true that the Price System uses engineering methods in production to a large extent. This is because modern industry is a technological operation. However, business limits the field of technology to production. It is not allowed to interfere in the field of consumption. There, the ancient methods of the trader and the robber baron still prevail. The only rule that all sensible free enterprisers recognize is 'get all the traffic will stand.' Engineering methods are used in the factory; but over the sales counter the fine art of chiseling reigns supreme.

This condition gave rise to cooperation. The cooperative movement is a modification of standard Price System practices designed to ameliorate some of the worst abuses of that system. It uses standard Price System methods with more humaneness than 'free enterprise' does. It divides the 'take' among its own customers; whereas 'free enterprise' pockets the works. The cooperative movement is a more enlightened form of Price System operation than 'free enterprise.' However, it is still only a modification of the Price System. Further, its field of social vision is limited to short range objectives, such as lowering the cost of living, grade labeling, more ethical merchandising, more widespread ownership and control, etc.

The cooperative movement is part and parcel of the Price System. In order to achieve a balance between production and consumption, it is necessary to scrap the whole Price System and install a scientific social sys-

tem. Technological methods must be used in all fields of society. There must be a design for operating this type of a system. Further, this design must be derived from the present operations of technology. It cannot be just a Utopian dream or a modification of the Price System. What North America needs is a new house to live in, not just a patch on the roof.

Technocracy has this design for a new social system. It is possible and practical because it is a projection of the present operations of technology. Technocracy has nothing against the cooperative movement as such. It merely points out that social problems produced by Price System methods of operating cannot be solved by other Price System methods. What is needed is an abandonment of the Price System in toto and the installation of a Technate. Then, the cooperative movement, as it's known today, will be as unnecessary as a fifth wheel on an automobile.

Do you think the people will ever be banded together enough so that they all can see this common cause — Technocracy?

Events will take care of that. When the pressure of events becomes great enough, people will band together in ever greater numbers. For some time past, the North American people have been 'enjoying' an artificial war and postwar prosperity. Most people cannot see beyond the end of their noses. When their biological wants are satisfied to a minimum degree, most people are content to let the status quo alone. It is always a minority with social vision who try to improve conditions.

History is full of the stories of great dreamers who tried to improve the lot of humanity. Most of them failed most of the time. Physical events, however, will not be denied. The invention of the steam engine, alone, did more to improve civilization than

all the dreams of all the dreamers from Plato down to Edward Bellamy.

The human animal may have plenty of social inertia but he is also the most adaptable creature on earth. When physical conditions change, his behavior changes too. The totality of physical events that have occurred since the invention of the steam engine is something new under the sun. Each one of the discoveries, inventions and developments making up the totality of events since the first steam engine has had some effect upon Man. However, the full effect of the impact of technology upon society and, thus, upon Man, has been thwarted by the Price System.

However, the impact of Science and Technology continues and grows ever stronger. In North America it has grown greater than elsewhere. So far, the Price System has managed to avoid adjusting its social institutions to the advance of science. Thus, the natural adaptive facility of man is thwarted. This creates ever growing social tensions. Millions of North Americans are unsatisfied with the Price System but they don't know what to do about it.

Technocracy does not blame individuals for their actions. The real criminal is the Price System. It stultifies and prostitutes any and all demonstrations of social vision that appear. However, the Price System is near the end of its age-old dominance. The social tensions created by its anti-social operations will inevitably seek an outlet. Then people will act. Brother, how they will act.

It is extremely important that a body of correctly informed citizens be in existence then, so that whatever action the people take will be rendered less irresponsible than otherwise might be the case, and be channelized in the correct direction. That is the job Technocracy is doing. Technocrats

are banded together now in expectation of the time when the great mass of people will band together to kick the Price System out the window.

What is needed is more Technocrats. Technocracy is not predicated upon a dream. It consists of a scientific

analysis and synthesis of North American social problems. The impact of technology furnishes the pressure; and the trend of events furnishes the direction. Technocracy is doing its part so that all can see what is ahead. What are you doing about it?

The More We Have The Less We Get

The tractor is ordinarily thought of as the typical symbol of mechanization, but the transportation units—the farm automobile and the motor truck—save the farmers even more time, according to Martin R. Cooper, Glen T. Barton and Albert P. Brodell of the Bureau of Agricultural Economics who report the study.

Comparing conditions in 1944 with those in the base period of 1917-21, the authors estimate a total "saving" of 4.2 billion man-hours as a result of mechanization. This takes into account the labor time that would have been required if the large 1944 production had been on the same basis as the smaller annual production 25 years earlier. A third of the saving in man-hours (1.4 billion) can be traced to gains in time resulting from use of automobiles and motor trucks. There were 3,400,000 more trucks and motor cars on farms. On the average each saved the farmer more than 400 man-hours a year, "compared with the time it would take to do the same hauling with horses and mules." All the use of the trucks was considered in making this estimate but only half the automobile use was included as farm business and the other half regarded as personal use.

Comparing these years, the time saved by tractors and tractor-drawn machines adds up to nearly a billion hours a year.

A further great time saving is in chore work—the care of farm animals. More than 13 million horses and mules disappeared from the farms in these 25 years. This meant a saving of more than a billion man-hours in chore time. This, however, was reduced by the hours needed for farm maintenance work on the automobiles, motor trucks, and tractors. Of the time, 760 million hours is credited to the total net savings in reduction of chore

animals displaced by the tractors and 120 million hours to the animals displaced by transportation units.—U. S. D. A. CLIP SHEET, March 7, 1948.

In 1918, when the number of horses and mules was at the peak, it took the production from 79 million acres to feed the horses and mules on the farms, and another 11 million acres to feed horses in cities, in mines, and elsewhere off the farms, a total of 90 million acres. For 1945 the farm acreage had dropped to 34 million acres for this purpose, and only a million acres was needed to feed all horses and mules not on farms, 35 million in all.—U. S. D. A. CLIP SHEET, March 21, 1948.

The Iowa State College of Agriculture at Ames, Iowa, has reported that one man-hour of farm labor will produce 13.3 pounds of soybean oil as compared with only 1.5 pounds of butter fat.

If farm prices continue down, there will be more support for the Marshall plan in the rural midwest. The less the people of Europe need to be fed the more we will want to feed them. And the motive will be, not to create abundance abroad, but an artificial scarcity here at home. Soon we may be back to the place where we are paying the government to destroy food to maintain our price structure. There is no escape from planning. The question is whether we intend to plan for scarcity or abundance, or, if you want to put it that way, for war or peace. It's the same question.—K. M. Landis II, in his column in the CHICAGO SUN AND TIMES, February 15, 1948.

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NORTH AMERICA'S ONLY SOCIAL DYNAMIC

WHAT?

★ Technocracy is the only North American social movement with a North American program which has become widespread on this continent. It has no affiliation with any other organization, group or association either in North America or elsewhere.

★ The basic unit of Technocracy is the chartered Section consisting of a minimum of 25 members and running up to several hundred.

★ It is not a commercial organization or a political party; it has no financial subsidy or endowment and has no debts. Technocracy is supported by the dues and donations of its own members. The widespread membership activities of Technocracy are performed voluntarily; no royalties, commission or bonuses are paid, and only a small full-time staff receives subsistence allowances. The annual dues are \$6.00 which are paid by the member to his local Section.

★ Members wear the chromium and vermilion insignia of Technocracy—the Monad, an ancient generic symbol signifying balance.

WHERE?

★ There are units and members of Technocracy in almost every State in the U. S. and in all Provinces in Canada, and in addition there are members in Alaska, Hawaii, Panama, Puerto Rico and in numerous other places with the Armed Forces.

★ Members of Technocracy are glad to travel many miles to discuss Technocracy's Program with any interested people and Continental Headquarters will be pleased to inform anyone of the location of the nearest Technocracy unit.

WHEN?

★ Technocracy originated in the winter of 1918-1919 when Howard Scott formed a group of scientists, engineers and economists that became known in 1920 as the Technical Alliance—a research organization. In 1933 it was incorporated under the laws of the State of New York as a non-profit, non-political, non-sectarian membership organization. In 1934, Howard Scott, Director-in-Chief, made his first Continental lecture tour which laid the foundations of the present nation-wide membership organization. Since 1934 Technocracy has grown steadily without any spectacular spurts, revivals, collapses or re-births. This is in spite of the fact that the press has generally 'held the lid' on Technocracy, until early in 1942 when it made the tremendous discovery that Technocracy had been reborn suddenly full-fledged with all its members, headquarters, etc., in full swing!

WHO?

★ Technocracy was built in North America by North Americans. It is composed of North American citizens of all walks of life. Technocracy's membership is a composite of all the occupations, economic levels, races and religions which make up this continent. Membership is open only to North American citizens. Aliens and politicians are not eligible. (By politicians is meant those holding elective political office or actice office in any political party.)

★ Doctor, lawyer, storekeeper, farmer, mechanic, teacher, preacher or housewife—as long as you are a patriotic North American—you are welcome to Technocracy.

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Fable Of The Rosebushes

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Once upon a time there was a wise and gentle old man. He lived on his estate, an island of beauty, in the rough and uncared for landscape surrounding his land. In order to alleviate this disturbing ugliness he decided that the winding roads and the fences of his neighbors should be planted with rosebushes.

Certainly, if he would offer to bear the cost of plants and planting, the adjoining owners of property would permit him to proceed with his plans.

But no: they objected on varied grounds, all of equal stupidity.

However, he was a wise old man. He had his caretakers plant rosebushes all along the borders of his grounds and instigated that one night some of the bushes were stolen. Thereupon he raised a great big noise of fury and protest against this stealing, without locating the "thieves."

The next night many more rosebushes were stolen. His caretakers planted many more bushes and spread the news of this stealing and threatened to surely catch the thieves the next night.

More and more rosebushes were stolen and planted. And finally—for many more miles than the wise old man had planned—rosebushes were planted, which blossomed forth beautifully during many Springs thereafter.

He who creates a new idea does so with the expectation that it will be stolen. He who creates a new system of precision measurement does so with the knowledge that his system will be used when more precision is required.

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